

MEMORANDUM

TO: Personnel, Legislative and Public Affairs Subcommittee

SUBJECT: Changes to the P-MRNRD Wage and Salary Administration Program

DATE: October 30, 2008

FROM: John Winkler, General Manager

At the April 10, 2008 Board of Directors meeting, the PLPA Subcommittee was tasked to investigate a new wage and salary system to use in the future. Since that time, I and District staff have met with representatives of the SilverStone Group to discuss possible changes. The SilverStone Group recommended the following:

- Development of a guiding compensation philosophy to ensure the District's pay practices fit the mission of the organization
- Development of a pay plan to replace the current Hay System
- Documentation and support systems to maintain the new pay system and ensure it complies with applicable laws and regulations.

The work plan the SilverStone Group proposed included: compensation strategy, position documentation, competitive analysis, position valuation, structure development, costing scenarios and policies and procedures. To implement this work plan would be \$13,000 to \$21,700 depending on the options chosen.

As an alternative, I have also looked at possible amendments to the current Wage and Salary Administration Program with a goal to simplify the system. I am suggesting that the "n" value and resulting adjustment guide be eliminated. Instead of the "n" value, the District would use the Consumer Price Index – Seasonally Adjusted U.S. City Average for All Urban Consumers (CPI-U) as the value in the increase guide. See charts below.

Papio-Missouri Natural Resources District Increase Guide				
CPI-U minus 1.5%	CPI-U minus .1%	CPI-U plus 1%	CPI-U plus 1.5%	CPI-U plus 2%
Unacceptable	Falls Below Expectations	Meets Expectation	Exceeds Expectations	Far Exceeds Expectations

As an example, if the cost of living allowance for Calendar Year 2009 is 4% the adjustment guide would be as follows:

<p style="text-align: center;">Papio-Missouri Natural Resources District Adjustment Guide Calendar Year 2009</p>				
2.5%	3.0%	5%	5.5%	6%
Unacceptable	Falls Below Expectations	Meets Expectation	Exceeds Expectations	Far Exceeds Expectations

The frequency of appraisals is currently determined by the time period provided for in the “n” chart. Under the amended system, employees with established evaluation date would continue to use that date. New employees would receive an evaluation after six months with subsequent evaluations made on a yearly basis, or every six months until the employee reaches 90% of midpoint of their salary grade.

The length of service increase will continue to be awarded at seven, fifteen and twenty-five years of continuous service in a position. Under the current system, any subsequent salary adjustment would be determined by where the employee’s salary fell in relationship to the “n” chart adjustment guide. Seeing that the “n” chart would be eliminated, I am suggesting that the District award a 5% length of service increase following the completion of seven, fifteen and twenty-five years of continuous employment in a position.

In summary, there are about as many salary programs as there are companies. I am submitting the following recommendations/options for PLPA Subcommittee consideration:

1. Contract with SilverStone Group to implement proposed work plan.
2. Adopt recommended amendments to the current Wage and Salary Administration Program.
3. Keep the Wage and Salary Administration Program as is.

Base Pay Compensation Evaluation Proposal



October 2008

Prepared by

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Papio-Missouri River Natural Resources District Base Pay Compensation Evaluation Proposal

Understanding of the Project

Papio-Missouri River NRD has an interest in reevaluating their approach to base pay for its employees. The current pay system has evolved over time and has not been comprehensively analyzed for competitiveness in a number of years.

SilverStone Group recommends the following:

- Development of a guiding compensation philosophy for Papio-Missouri River NRD to ensure its pay practices fit the mission of the organization.
- The development of a pay plan to replace the current Hay System.
- Documentation and support systems to maintain the new pay system and ensure it complies with applicable laws and regulations.

This proposal includes pricing of benchmark positions along with two different options for developing a pay system. The different phases of this proposal, along with a proposed work plan and costing summary, have been developed to allow Papio-Missouri River NRD the ability to tailor the services to best fit its needs.

Proposed Project Phases

Phase I —Compensation Strategy: Prior to developing a base pay plan, it is important that Papio-Missouri River NRD consider a number of issues related to its philosophy and strategy for paying its dedicated employees. SilverStone Group recommends a meeting be scheduled with the appropriate Papio-Missouri River NRD senior management members to address important issues related to pay plan design. At this meeting the following areas will be examined:

- Management's reward philosophy
- Perceptions of organizational culture
- Labor market positioning
- Degree of employee involvement
- Pay plan administration and communication
- The role of performance in the pay plan

It is important that each of these areas be examined prior to developing a base pay plan. A one-size-fits-all pay system is not appropriate for Papio-Missouri River NRD. A base pay plan must address the unique challenges facing the organization.

Phase II — Position Documentation: SilverStone Group understands Papio-Missouri River NRD has up-to-date and “fairly” accurate position documentation. If need be, SilverStone Group will provide a position questionnaire along with an instruction booklet to assist individuals in preparing appropriate position documentation. Both the position questionnaire and instruction booklet can be utilized either in hard copy or electronic form. This position documentation will be used to ensure appropriate matching of Papio-Missouri River NRD’s positions to market pay survey positions. SilverStone Group will use the information gathered on the questionnaires to market match. If Papio-Missouri River NRD desires position descriptions to be written, there will be an additional fee. The information gathered from the questionnaires will be given to Papio-Missouri River NRD’s human resources to use for their in-house purposes.

Phase III — Competitive Analysis: SilverStone Group proposes the use of existing pay survey data from its survey library to conduct a competitive analysis for Papio-Missouri River NRD. SilverStone Group has the understanding that there are approximately 40 titles that represent distinct positions to be pay matched. SilverStone Group is proposing to price benchmark positions and to slot other positions in relation to those benchmark positions if no matches can be found. It is SilverStone Group’s recommendation that all 40 distinct position titles be market priced in order to soundly anchor a pay plan during the development process.

Characteristics of Benchmark Jobs

Benchmark jobs are used for developing and maintaining compensation programs and to gather market pay information through surveys as part of the process of developing a new pay system, or as part of an update to an existing pay system. Benchmark jobs can also be used in implementing job evaluation plans. They serve as anchors to reduce the amount of inference used in evaluating jobs by compensable factors. They operate in a similar manner when organizations use benchmark jobs to update their current pay system. The benchmark jobs can assist organizations with adjustments to their current pay structures. A good benchmark job should exhibit the following characteristics:

- **Well known** – benchmark jobs should be well known both within the organization and externally.
- **Multiple incumbents** – benchmark jobs should, if at all possible, have multiple incumbents. More than one person performing the duties of a job ensures the integrity of the information collected regarding the benchmark job.
- **Job content** – benchmark job content should be stable over time. Ideally, benchmark jobs should not have much fluctuation or job restructuring within the last five years.
- **From all levels of the organization** – benchmark jobs should come from all levels of the organization to ensure an adequate sampling and representation of all levels of responsibility.
- **Recognizable outside of the organization** – a good benchmark job should be recognizable to a third party without a specific knowledge of the organization.

The use of benchmark jobs can significantly enhance the comparison process. Other jobs can be compared to benchmark jobs whether they are above, below or comparable to it. Benchmark jobs allow for comparison reducing the amount of inference and providing a stable reference point.

SilverStone Group maintains an extensive pay survey library. In the case of Papio-Missouri River NRD, SilverStone Group will gather market pricing for designated positions' relevant labor market. Most employers determine the relevant market based upon where it acquires employees and loses employees. SilverStone Group will provide a detailed spreadsheet for each job as it compares to the market and, if desired, comparisons of individual incumbent current pay to the market data. See Appendix A for sample market analysis.

Phase IV — Position Valuation: SilverStone Group has identified two options of valuing positions that are appropriate for Papio-Missouri River NRD. The first method is pure market pricing. With this method, there is total reliance on external competitiveness and very little reliance on internal worth. Pure market pricing is gaining popularity. Even with the use of pure market pricing, SilverStone Group recommends development of internal titling guidelines to provide some level of internal equity between positions.

A second method is a job banding system. A banding system involves identifying positions that are functionally similar, writing band descriptions for those positions and then using market data to establish ranges for these bands. Job banding is helpful because it provides a logical way of grouping positions and a means of comparability across divisions. Much like market pricing, job banding is extremely sensitive to market variations.

Phase V — Structure Development: Regardless of what method of valuing positions is utilized by Papio-Missouri River NRD, it is important that a logical structure be developed. Structure involves using pay data to develop ranges for various groupings of positions. Each range would have a minimum and maximum. A structure allows for policies and procedures to be developed to provide consistent administration of the pay system. SilverStone Group will review the existing structure and address issues with the current system to determine if a modification to the current structure can be used or a new one will be developed. Information gathered during Phase I, Compensation Strategy, is key in developing the structure and progression for employees through the pay structure.

Phase VI — Costing Scenarios *(optional)*: Once the structure is developed, SilverStone Group will provide Papio-Missouri River NRD with costing scenarios to implement the new pay plan. In addition, SilverStone Group will provide alternative approaches for implementing a pay plan that meet Papio-Missouri River NRD's cash flow needs and allow for orderly transitioning to the new system. We pride ourselves in the many innovative ways we use to develop pay plans within the budgetary constraints of our clients.

Phase VII — Policies and Procedures *(optional)*: SilverStone Group will develop a pay plan administration manual that will serve as basic documentation and codify important aspects of the new pay system. The pay plan administration manual is provided to those who have direct responsibility for administration of the pay plan. In this phase, we will review the current performance review process at Papio-Missouri River NRD and make any change recommendations if needed. See Appendix B for sample Compensation Planning Bulletin.

Work Plan

SilverStone Group proposes the following work plan for Papio-Missouri River NRD. This schedule is based on a best-case scenario and may require modification due to availability of Papio-Missouri River NRD's staff for the decisions.

Phase I	Compensation Strategy	2 Weeks
Phase II	Position Documentation	2 Weeks
Phase III	Competitive Analysis	4 Weeks
Phase IV	Position Valuation	2 Weeks
Phase V	Structure Development	2 Weeks
Phase VI	Costing Scenarios	1 Week
Phase VII	Policies and Procedures	2 Weeks

Phases V, VI and VII can run concurrently.

Fee Structure

SilverStone Group has estimated the fee for this project based upon two (2) methods of valuing positions. The proposed fee structure is as follows:

	Market Pricing	Job Banding
Phase I	\$500 - \$1,500	\$500 - \$1,500
Phase II	0	0
Phase III	6,000	6,000
Phase IV	3,000	5,000
Phase V	3,500	3,500
Total	\$13,000 - \$14,500	\$15,000 - \$16,500
<i>Phase VI (Optional)</i>	<i>2,000</i>	<i>2,000</i>
<i>Phase VII (Optional)</i>	<i>3,200</i>	<i>3,200</i>
<i>Total</i>	<i>\$18,200 - \$19,700</i>	<i>\$20,200 - \$21,700</i>

Project Team

Roxanne Krasno, SPHR, CCP, Senior Consultant, will act as project consultant and will be involved in all compensation plan development. Merle Riepe, Ph.D., Senior Consultant, will be involved with the performance management phase of this project including development and recommendations and integration of information into the overall compensation strategy. Other professionals at SilverStone Group may be used as necessary. Professional biographies are attached for your review.

Confidentiality

During the course of an engagement, SilverStone Group generally has access to information of a proprietary and highly sensitive nature to our valued clients. We take extraordinary steps to safeguard that information and the trust an organization places with us. We adhere to the Code of Ethics and Professional Standards of the Society for Human Resource Management and its Consultants' Forum. The fact that we are working with a client is not shared with others unless we have a written release from that client. Our reputation and your trust are both very important to us.

Legal Disclaimer: SilverStone Group provides expert consulting services to clients using sound and generally accepted human resource methods and practices. The consultation and information provided by SilverStone is not to be construed as legal advice. The determination of the need for legal services and the choice of a lawyer are decisions which rest with the client. Clients are encouraged to seek competent legal opinion in all matters involving potential legal exposure. SilverStone is not responsible for any legal liability for consultative advice provided.

If the project terms and conditions outlined above are accepted, please complete the following:

The terms and conditions set out above are agreed to and accepted this _____ day of _____, 2008.

By: _____
Papio-Missouri River NRD

Title: _____

By: _____
SilverStone Group

Title: _____

Roxanne P. Krasno

Senior Consultant
Human Capital

Roxanne is a senior human resource professional with more than ten years of experience. She assists clients with reward strategies, human resource compliance (including Affirmative Action plans), retention interventions, policies and procedures, leave management and employee selection. Her diverse background has been attained through working with various industries such as high technology, education and consulting services.

She has a strong practitioner point-of-view regarding day-to-day human resource operations and the strategic planning processes. Roxanne has extensive experience in full life cycle recruiting methodology and development and implementation of recruitment programs.

As a consultant, Roxanne has honed her expertise in conducting job evaluations, writing job descriptions, identifying market pay for positions, developing pay structures and assisting clients in compliance with Affirmative Action regulations. Through the HR Assist® program, Roxanne also provides professional advice and support to allow smaller organizations to staff their HR function at an administrative level.

Roxanne is a member of the Society for Human Resource Management, actively participating in its local chapter, the Human Resource Association of the Midlands and is co-chair for the K-12 Workforce Development Committee. She is also a member of World at Work, the Midlands Industry Liaison Group (ILG) and the International Public Management Association for Human Resources.



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PAPIO-MISSOURI RIVER NRD

WAGE AND SALARY ADMINISTRATION PROGRAM

Adopted: June 10, 1982

Revised: April 10, 2008

**PAPIO-MISSOURI RIVER NATURAL RESOURCES DISTRICT
WAGE AND SALARY ADMINISTRATION PROGRAM**

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I. WAGE AND SALARY ADMINISTRATION POLICY:

A. **Policy:** It is the policy of the District to provide steady employment at a salary or wage rate comparable to the prevailing rate for similar services in the District.

B. **Purpose:** The Wage and Salary Administration Program, which has been established to implement this policy is intended to:

1. Attract, retain and motivate employees by offering adequate wages regardless of race, religion, national origin, sex, age, color, handicap or political beliefs.
2. Compensate those who are able to make the greatest contributions to the advancement of the District.
3. Standardize salaries and wage rates for jobs of equal worth to the District in an effort to provide fair treatment for all employees.
4. Establish a system whereby both employee and supervisor may know what opportunity the job offers, what advancement may take place and what performance is expected.
5. Provide guidelines for the effective administration of the program by supervisory and management personnel.

II. JOB DESCRIPTIONS:

A. **Policy:** It is the policy of the District to have a current job description for each personnel position which the District includes in the table of organization. The job description is a statement of the purpose for and major duties and responsibilities of each position. It will include title, position classification and salary grade, normal work schedule, office location, and supervisor's title. The description of the job will include a description, specific responsibilities, and work requirements. An example job description is attached (Attachment 1). The development and updating of job descriptions shall be the responsibility of the General Manager and shall include input from the employee, supervisor and management personnel of the District.

B. **Purpose:** The job descriptions adopted by the District are intended to:

1. Assist in the hiring of new employees by providing a summary of the experience, education and skills, which are required of a new employee. It will also assist the new employee in understanding the duties and responsibilities of the position.
2. Provide a guide to the supervisor in establishing an appropriate employee development program so that the employee can better fulfill the duties and responsibilities.
3. To provide a comprehensive summary of the expectations of the position so that it may be used for job comparison purposes to other jobs in the District and jobs outside the District.

III. JOB EVALUATION AND COMPARISON ANALYSIS

A. **Policy:** Since jobs differ in their value to the District, the job evaluation and comparison analysis is intended to assess the relative worth of individual jobs, thus developing a structure according to value. The General Manager will perform this analysis.

B. **Purpose:** The job evaluation and comparison analysis involves evaluating each job in the District and ranking those jobs.

C. **Method:**

The process of evaluation is based on the concept that all jobs are a composite of similar basic identifiable elements. All jobs require know how, which can generally be described as the skill or knowledge required for a competent performance. Another basic common element is problem solving which is generally defined as the amount of self-starting thinking required for reasoning, evaluating, creating, analyzing and arriving at conclusions. A third basic common element is accountability or the degree to which the job is answerable for an action and its consequences. All three items will be considered when evaluating specific jobs.

For the job comparison analysis, the primary source that will be employed to assist in establishing the comparative value for each position will be the State of Nebraska Classification System. The Nebraska Classification System will be used since it shows the relative importance of specific jobs to other jobs in that organization. That is, how the State feels their jobs rate from most valued to least valued.

1. The duties and responsibilities contained in District job descriptions are analyzed and then matched to similar data in the State system.
2. If the job cannot be matched specifically, then a job is compared to other jobs with similar duties and responsibilities in that system or to similar jobs within the District.

IV. JOB GROUPING AND GRADES

A. **Policy:** Utilizing the approach outlined in the Job Evaluation and Comparison Analysis section, each position with the District shall be assigned a salary grade by the General Manager.

B. **Purpose:** The Job Evaluation and Comparison Analysis shows the comparative value of each job to the District. These jobs are grouped along with other jobs of approximate equal value into specific grades. The salary grade schedule for the District is shown on Page 5.

SALARY GRADE SCHEDULE - JANUARY, 2008

SALARY GRADE	POSITION
Salary Grade 2	<ul style="list-style-type: none"> ♦ Night Security (Part Time) (2 positions) ♦ Office Aide (Temporary) (1 position)
Salary Grade 3	<ul style="list-style-type: none"> ♦ Laborer (Temporary) (2 positions) ♦ Groundskeeper (Temporary) (6 positions)
Salary Grade 4	<ul style="list-style-type: none"> ♦ Engineering Aide/Surveyor (Temporary) ♦ Project Bookkeeper (Part Time) ♦ Water Supply Technician (Part Time)
Salary Grade 5	<ul style="list-style-type: none"> ♦ Land Steward ♦ Custodian
Salary Grade 6	<ul style="list-style-type: none"> ♦ Program Assistant (4 positions) ♦ Receptionist/Secretary ♦ Medium Equipment Operator (3 positions) ♦ Conservation Technician ♦ Accounting Assistant ♦ Water Supply Operator (2 positions) ♦ Engineering Aide/Surveyor
Salary Grade 7	<ul style="list-style-type: none"> ♦ District Secretary ♦ NRCS Administrative Secretary – NRC ♦ Environmental Education Assistant ♦ Lead Land Steward
Salary Grade 8	<ul style="list-style-type: none"> ♦ Assistant O&M Superintendent ♦ Heavy Equipment Operator (2 positions) ♦ Engineering Aide/Drafter ♦ Assistant Park Superintendent ♦ Water Supply Superintendent (2 positions)
Salary Grade 9	<ul style="list-style-type: none"> ♦ Purchasing Agent ♦ Field Representative (3 positions) ♦ Education/Volunteer Specialist
Salary Grade 10	<ul style="list-style-type: none"> ♦ O&M Superintendent ♦ Administrative Coordinator ♦ District Accountant ♦ Engineering Aide/Survey Coordinator
Salary Grade 11	<ul style="list-style-type: none"> ♦ Park Superintendent
Salary Grade 13	<ul style="list-style-type: none"> ♦ Natural Resources Planner ♦ Information/Education Coordinator
Salary Grade 14	<ul style="list-style-type: none"> ♦ Land and Water Programs Coordinator ♦ Stormwater Management Engineer ♦ Construction Engineer ♦ Environmental Coordinator ♦ Project Manager ♦ Groundwater Management Engineer
Salary Grade 15	<ul style="list-style-type: none"> ♦ IT Coordinator ♦ Water Resources Engineer
Salary Grade 18	<ul style="list-style-type: none"> ♦ Assistant General Manager

V. WAGE AND SALARY PAY RANGES

A. **Policy:** The Board of Directors of the District shall establish wage and salary pay ranges for each salary grade. The wage and salary pay ranges shall indicate the minimum, mid-point and maximum value. The primary source of information to be used in establishing wage and salary pay ranges will be the State Salary Survey published annually by the Nebraska Department of Personnel.

B. **Purpose:** Wage and salary pay ranges are established for each salary grade to:

1. Establish wage and salary rates that are comparable to other employers in the Omaha area as shown by established salary surveys.
2. To establish minimum or hiring rates for each grade and to establish maximum rates for each grade.

A rate of 80% of mid-point will be considered as the minimum rate for that salary grade. A rate of 75% of mid-point may be used when it is determined to be in the District's interest by the General Manager. ~~The maximum rate will normally be 120% of mid-point and the top rate paid to an employee within that salary range, usually after several years of service.~~ New employees will generally be hired at the minimum for their salary grade unless they possess special qualifications or prevailing wage and salary conditions require otherwise. The wage and salary pay ranges are shown on Page 7.

**Papio-Missouri River NRD
Wage and Salary Pay Ranges
January 1, 2008**

Salary Grade	80%	Mid-Point	120%
2	\$15,889.36	\$19,861.70	\$23,834.04
3	\$18,610.06	\$23,262.58	\$27,915.10
4	\$21,330.76	\$26,663.45	\$31,996.14
5	\$24,051.46	\$30,064.33	\$36,077.20
6	\$26,772.16	\$33,465.20	\$40,158.24
7	\$29,492.86	\$36,866.08	\$44,239.30
8	\$32,213.56	\$40,266.95	\$48,320.34
9	\$34,934.26	\$43,667.83	\$52,401.40
10	\$37,654.96	\$47,068.70	\$56,482.44
11	\$40,375.66	\$50,469.58	\$60,563.50
12	\$43,096.36	\$53,870.45	\$64,644.54
13	\$45,817.06	\$57,271.33	\$68,725.60
14	\$48,537.76	\$60,672.20	\$72,806.64
15	\$51,258.46	\$64,073.08	\$76,887.70
16	\$53,979.17	\$67,473.96	\$80,968.75
17	\$56,699.86	\$70,874.83	\$85,049.80
18	\$59,420.57	\$74,275.71	\$89,130.85
19	\$62,141.26	\$77,676.58	\$93,211.90
20	\$64,861.97	\$81,077.46	\$97,292.95
21	\$67,582.66	\$84,478.33	\$101,374.00

VI. PERFORMANCE REVIEW AND APPRAISAL

A. **Policy:** It is the policy of the District to have the performance of employees reviewed periodically and an appraisal of that performance documented.

B. **Purpose:** The purpose of the performance review and appraisal is to:

1. Provide timely and planned information to an employee on his/her performance in relationship to the requirements of the job.
2. Provide supervisors with an opportunity to guide the employee in an effort to obtain and sustain maximum performance.
3. Provide an objective basis upon which wage and salary adjustments are based.

The formal review and appraisal is not intended to replace the need for continuous and informal communication between the employee and supervisor regarding job performance.

C. **Training:** All supervisory personnel of the District who are responsible for performance reviews and appraisals will have a minimum of 1 day per year of formal training in completing and communicating the performance appraisal. This training will be scheduled during the period October - December of each year. Non-District personnel who are trained and experienced in performance appraisal procedures and concepts and conducting training sessions will perform this training session. In addition, the General Manager will provide such additional training as is considered necessary to provide for uniform appraisal techniques by District supervisory personnel.

D. **Frequency:** All new employees will be formally reviewed near the end of the 90 day probationary period. No wage or salary adjustment will be made at this time but a decision will be made as to whether the probationary employee will become a regular employee or be released from District employment. A performance review and appraisal will be conducted near the end of the first 6 month period of employment and the first wage and salary adjustment may be made at this time based on the performance review and the Adjustment Guide.

Following the initial performance review and appraisal, subsequent performance reviews and appraisals will be made on a yearly basis, or every six months until the employee reaches 90% of midpoint. ~~in accordance with the time period provided for in the Adjustment Guide. The specific date for a future performance review and appraisal will be established at the time of the previous review.~~

If a District employee accepts a promotion or lateral transfer to a new position, the date of promotion or transfer will be used to determine the next evaluation date.

Interim performance reviews and appraisals may be requested by an employee or initiated by the supervisor when it is determined that this is in the best interest of the employee or the District to address performance deficiencies.

Performance reviews and appraisals will be made no more than 15 days prior to and no later than the effective date for wage or salary adjustments.

E. **Appraisal Form:** A uniform appraisal form shall be used by all supervisory personnel for performance review and appraisal documentation. The appraisal form to be used, which contains instructions on its use, is attached (Attachment 2). The appraisal form may be revised or modified from time to time by the General Manager.

VII. WAGE AND SALARY ADJUSTMENTS

A. **Policy:** The General Manager of the District will be responsible for making wage and salary adjustments in accordance with this Wage and Salary Administration Program. The General Manager also has the authority to adjust the compensation of an employee on a temporary basis when there is a considerable increase in accountabilities and duties to that employee due to an extended leave by another employee (see paragraph E).

B. **Adjustment Guide:** The increase guide, shown ~~below on Page 11~~, will be used as a pattern for revision of the Adjustment Guide. The "CPI-U_n" value in the adjustment factor equation shown in each box is in direct proportion to the increase reported for December of each year in the Consumer Price Index – Seasonally Adjusted U.S. City Average for All Urban Consumers (CPI-U) as published by the US Department of Labor, or if such index does not exist, the most comparable consumer price index. ~~the annual pay range change, expressed in decimal form. Numerically, it represents the average change in midpoint values of the District wage and salary pay ranges from year to year. For example, if the average increase in midpoints is 5.0% and the adjustment factor formula is $A.F. = 1.029 - n/2$, the adjustment factor for that box in the guide is $(1.029) \times (1.0 + [0.05/2]) = (1.029) \times (1.025) = 1.055$. The evaluation period (E.P.) shown in each box is the time until the next evaluation. The time periods shown in the center of each box of the increase guide are merely an indication of the average amount of time required for an employee to progress through that box, assuming a constant level of performance and no change in the wage and salary pay ranges for the evaluation period shown.~~

Papio-Missouri Natural Resources District Increase Guide				
CPI-U minus 1.5%	CPI-U minus .1%	CPI-U plus 1%	CPI-U plus 1.5%	CPI-U plus 2%
Unacceptable	Falls Below Expectations	Meets Expectation	Exceeds Expectations	Far Exceeds Expectations

The Adjustment Guide that will be used by supervisory and management personnel in making wage and salary adjustments is shown below on Page 12.

(As an example, if the cost of living allowance for Calendar Year 2009 is 4% the adjustment guide would be as follows:)

**Papio-Missouri Natural Resources District
Adjustment Guide
Calendar Year 2009**

2.5%	3.0%	5%	5.5%	6%
Unacceptable	Falls Below Expectations	Meets Expectation	Exceeds Expectations	Far Exceeds Expectations

~~The adjustment factors computed in the increase guide are transferred to the coinciding box on the adjustment guide and form the basis for the wage and salary adjustments. The evaluation periods shown in each box of the adjustment guide are the same as found on the increase guide.~~

~~If an employee falls outside the Wage and Salary Adjustment Guide, the General Manager has the authority to adjust an employee's salary a maximum of 2.5%. (Example: An employee who is at 106% of midpoint and receives a rating of "Meets Expectations" or above on his/her appraisal, the General Manager could authorize a 2.5% salary increase.)~~

C. Approval: The General Manager will determine wage and salary adjustments based on the evaluation rating and in accordance with the evaluation periods and adjustment factors provided for in the Adjustment Guide. An example computation is shown on the attached Salary Adjustment Worksheet (Attachment 3).

D. Length of Service Increase: The District recognizes that because of the number of positions with the District, there exists limited opportunities for advancement to positions of greater responsibility and duties that utilize the job skills and knowledge which are gained through experience as an employee of the District. In recognition of the increased value to the District of an employee who has demonstrated a rating of "Meets Expectations" or above job performance and because of the knowledge and experience gained, it is the policy of the District to increase the salary grade of a position by one grade level following the completion of seven years, fifteen years and twenty-five years of continuous employment in a position. The District will award a 5% length of service increase following the completion of seven years, fifteen years and twenty-five years of continuous employment in a position. The increase will be awarded on the employee's anniversary date. If the anniversary date is the same as the evaluation date, the increase will be applied prior to any salary adjustment related to the performance appraisal.

Part-time employees are eligible for length of service salary grade increases on a pro rata basis.

~~The wage and salary pay range for the adjusted salary grade will be used in determining wage and salary adjustments. No salary adjustment will be made at the effective date of a salary grade increase unless it coincides with the evaluation date.~~

~~Example: If salary grade adjustment is effective 1/1/07 and evaluation date is 7/1/07
no salary adjustment is made on 1/1/07
the adjusted salary grade will be used to determine the salary adjustment for the 7/1/07 evaluation.~~

Performance appraisals for employees who have completed seven years, fifteen years and twenty-five years of employment will consider the experience and additional productivity that is expected of an employee who has been with the District in the same position for an extended period of time.

E. Compensation For Temporary Duty: If an employee temporarily serves in the capacity of a higher grade position for an extended period of time (minimum of three months or 60 working days, consecutively), the General Manager shall have the authority to provide additional compensation to that employee for that period according to the general guideline of one-half the difference between the midpoints for the salary grade of the higher grade position and the employee's position.

Policy amended by the Board of Directors February 12, 1998; November 8, 2007.

VIII. REVIEW AND UPDATING

A. Job Descriptions

B. Salary Grades

C. Wage and Salary Pay Ranges

D. Adjustment Guide: The General Manager will periodically review and update job descriptions and salary grades. The General Manager shall report any changes in job descriptions and salary grades to the Board of Directors at the next regular Board meeting.

The General Manager, in consultation with management and supervisory personnel of the District and considering the input of individual employees, will each year provide recommendations to the Personnel, Legislative and Public Affairs Subcommittee for changes in wage and salary pay ranges and the adjustment guide as soon as the State Salary Survey is available from the State of Nebraska Personnel Department. The Subcommittee will review this information and make a recommendation to the Board for consideration and action. The actions shall be effective retroactively January 1st of each year.

**PAPIO-MISSOURI RIVER NATURAL RESOURCES DISTRICT
JOB DESCRIPTION**

DATE: May, 1997

POSITION TITLE: CUSTODIAN/FACILITY MAINTENANCE TECHNICIAN

POSITION DEFINITION/CLASSIFICATION - SALARY GRADE: Full Time/Hourly - 5

NORMAL WORK SCHEDULE: As arranged

OFFICE LOCATION: 8901 S. 154 St., Omaha, NE 68138

SUPERVISOR: Park Superintendent

DESCRIPTION: This employee will perform general custodial and facility maintenance duties at the Natural Resources Center and provide night security at closing of the NRC and park facility.

SPECIFIC RESPONSIBILITIES:

1. Duties shall include the general janitorial maintenance and upkeep of the District's office (Natural Resources Center) such as collecting and disposing of refuse and wastepaper, wash windows, cleaning of restrooms, dusting, washing and waxing of tile floors, sweeping and vacuuming carpets and replacing light bulbs.
2. Employee must also check and refill paper towel, toilet tissue and soap dispensers so as to have them available for daily use.
3. Shall be responsible for ordering and maintaining cleaning and material needs.
4. Duties will also include moving furniture and equipment within the building as required.
5. Duties will also include the monitoring of after hour activities in the NRC and the recreation area to include the secure closing of the park facility and the NRC.
6. Shall be responsible for general groundskeeping duties for the Natural Resources Center including (but not limited to) mowing, raking, planting, snow removal, collecting and disposing of refuse.
7. Employee's duties shall also include the general maintenance and repair of equipment, buildings, grounds and facilities.
8. Employee may also be asked to coordinate volunteer workers at the NRC and on park grounds.
9. Performs related work as required.
10. May be required to assist with emergency operations work in accordance with emergency operations program.

11. May be required to assist with special weekend activities, i.e. runs, walks, large groups in NRC.
12. Employee must maintain close coordination with the supervisor.
13. Should be aware of and understand District policies and procedures.
14. Inform supervisory staff of broken or malfunctioning equipment/fixtures and report safety hazards.

WORK REQUIREMENTS:

Education and Experience:

1. Previous experience is preferred, although not required, for this position.
2. Knowledge of the position will be acquired as the work is performed.
3. The employee must be able communicate, both orally and in writing, and follow instructions.
4. A driver's license valid in Nebraska is required.

Physical:

1. Pre-employment medical exam required (including drug testing).
2. Must be free of physical handicaps that would prevent the employee from performing safe and efficient equipment operations.
3. Physical strength and agility sufficient to do strenuous equipment operation and manual labor under varying weather and job site conditions.
4. Work may also involve extended work hours.
5. Must be able to lift a minimum of forty (40) pounds.

Dimensions:

1. 40% of time spent cleaning and maintaining NRC.
2. 20% of time spent on grounds work around NRC.
3. 20% of time spent assisting and monitoring activities being held in NRC.
4. 20% of time spent in park security, i.e., securing and closing park at night.

**PAPIO-MISSOURI RIVER
NATURAL RESOURCES DISTRICT**

Employee Performance Appraisal Form

Name _____ Department _____

Title _____ Report Period From _____ To _____

GENERAL INSTRUCTIONS/PURPOSE:

This form is to be used as a tool to set priorities and review performance for employees. Please review the employee's job description and major accountabilities. Decide together, with the employee, their performance priorities for and list those in Part I of this form. It is important that you both agree and understand which priorities will be evaluated. At the time of review, comment on performance in each priority to date and show specifics to support that rating. It is recommended that semi-annual updates be completed with employees with a year end final evaluation. You should have at least 5 major performance priorities listed. You may attach additional copies of Part I to this report if necessary.

To complete **Part I and Part II** please review each Performance Priority and Important Factors and comment on the employee's performance. Be sure to describe specifically the employee's performance for each item listed. **Part III** List personal development goals and objectives for the employee to work on. This should be developed at the beginning of the year and progress reviewed semi-annually. **Part IV** Employee comments about their performance, the review, and overall general comments. **Part V** Supervisor's comments about overall performance.

PERFORMANCE RATING DEFINITIONS:

- | | |
|------------------------------------|---|
| 1) Unacceptable | Performance level unacceptable. Consistently failed to meet performance priorities and position requirements. Does not merit retention unless immediate corrective action is possible. An action plan is required for any rating at this level. |
| 2) Falls Below Expectations | Some aspects of performance are acceptable or approach the established priorities and expectations. Definite improvements are necessary within a specified time period. Action statement or plan is required for any rating at this level. |
| 3) Meets Expectations | Performance is fully acceptable; performance priorities, responsibilities and accountabilities outlined are met consistently and are done in an acceptable manner. |
| 4) Exceeds Expectations | The majority of the performance priorities exceed expectations. Employee also assumes additional responsibilities which are above and beyond basic expectations of the position. |
| 5) Far Exceeds Expectations | All the performance priorities exceed expectations. Demonstrates exceptional contributions and accomplishments. Regularly goes beyond expectations of position. Actively seeks out additional responsibility beyond position requirements. |

PART I - PERFORMANCE PRIORITIES

List in Priority order and
include comments and ratings.

1. Unacceptable
2. Below Expectations
3. Meets Expectations
4. Exceeds Expectations
5. Far Exceeds Expectations

PRIORITIES	REVIEW COMMENTS	Supv. Rating	Emp. Rating
1.			
2.			
3.			
4.			
5.			

PART II - IMPORTANT FACTORS REVIEW

Include comments, specific examples and ratings.

1. Unacceptable
2. Below Expectations
3. Meets Expectations
4. Exceeds Expectations
5. Far Exceeds Expectations

FACTOR	REVIEW COMMENTS	Supv. Rating	Emp. Rating
1. Technical Competence - The employee displays the competence required to successfully accomplish the requirements necessary for the position.			
2. Communications - The employee is able to communicate information clearly, logically and convincingly either orally or written.			
3. Problem Solving - The employee recognizes the need, analyzes all the information, considers a number of possible solutions/alternatives, and makes sound decisions or recommendations.			
4. Teamwork - The employee builds a cohesive unit, is supportive of employees and teams and demonstrates tact and patience. The employee is sensitive to differences in people and strives for success by others.			
5. Continuous Improvement - The employee adds value by improving the department's function. The employee is continually looking at ways to improve their position, their area, their department. The employee is not satisfied with the status quo.			
6. Personal Responsibility - The employee takes ownership for their performance and actions. Attempts to improve their skills and contributions to the District. Possesses acceptable attendance record.			
7. Supervisor Responsibility - The employee coaches, supports and assists in the development of people and conducts performance appraisal reviews on a timely manner.			
8.			

PART III PERSONAL DEVELOPMENT GOALS: SUPERVISOR & EMPLOYEE DEVELOPMENT	
1.	
2.	
3.	
4.	
5.	

PART IV -- EMPLOYEE REVIEW/COMMENTS

PART V -- SUPERVISOR COMMENTS/SUMMARY

Please check the appropriate overall Performance Rating below:

1 Unacceptable	2 Falls Below Expectations	3 Meets Expectations	4 Exceeds Expectations	5 Far Exceeds Expectations

Employee

Date

Second Manager

Date

Reviewer

Date

Third Manager

Date

General Manager

Date

Attachment 2

Example
Salary Adjustment Worksheet

Name: Mary Smith

Job Title: Project Coordinator

Date: 1/4/2009

Salary Grade: 9 Length of Service Increase: Yes x No
Adjusted Salary Grade: 10

| Current Salary: \$51,753.38 Midpoint: \$47,068.70

| %of Midpoint: 107.3%

Current Performance Evaluation Level: Meets Expectations

Adjustment Factor*: 1.05

Adjusted Salary: \$54,341.05 \$2,587.67 increase

| % of Midpoint*: 110.0%

Effective Date: 1/4/2008

Next Evaluation Date: 1/4/2009

* Based on Current Adjustment Guide and Salary Range

Comments:

(General Manager's Signature)

(Date)

Attachment 3

Attachment 3 - Mary Smith - 2008