

Ordinance No. 118572

Council Bill No. 111703

*Law Department*  
The City of Seattle  
Council Bill/Ordinance

AN ORDINANCE amending Seattle Municipal Code Chapter 4.13 to exempt ~~two~~ positions in the Office of Management and Planning; retitling certain positions in the Office of Management and Planning and establishing compensation therefor; amending Seattle Municipal Code Section 4.20.040 to exclude these same positions; and providing for the implementation of a pilot compensation program.

OK

INDEXED

CF No. \_\_\_\_\_

Date Introduced: <u>APR 21 1997</u>	
Date 1st Referred: <u>APR 21 1997</u>	To: (committee) <u>Technology &amp; Labor Policy Committee</u>
Date Re- Referred:	To: (committee)
Date Re - Referred:	To: (committee)
Date of Final Passage: <u>APR 28 1997</u>	Full Council Vote: <u>6-0</u>
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Date Passed Over Veto:	Veto Sustained:

4/22/97

This file is complete and ready

Law Dept. Review

~~Proposed~~  
The City of Seattle - Legislative Department

Council Bill/Ordinance sponsored by: PODLODOWSKI  
Councilmember

INDEXED

**Committee Action:**

4/22/97      TECH + LABOR      PASS 3-0

This file is complete and ready for presentation to Full Council. Committee: \_\_\_\_\_  
(initial/date)



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ORDINANCE 118572

1  
2  
3 AN ORDINANCE amending Seattle Municipal Code Chapter 4.13 to exempt positions in  
4 the Office of Management and Planning; retitling certain positions in the Office of  
5 Management and Planning and establishing compensation therefor; amending  
6 Seattle Municipal Code Section 4.20.040 to exclude these same positions; and  
7 providing for the implementation of a pilot compensation program.  
8

9 **WHEREAS** the consolidation of the Office of Management and Budget and the Planning  
10 Department has resulted in the realignment and redistribution of workload such that  
11 current position titling conventions and compensation strategies have proven  
12 inequitable; and  
13

14 **WHEREAS** the management and staff of the Office of Management and Planning have  
15 worked with the Personnel Director to design a program that addresses both  
16 management's needs for improved work distribution flexibility and employees'  
17 desires for pay equity and performance recognition; and  
18

19 **WHEREAS** the Personnel Director and the Office of Management and Planning Director  
20 agree to implement this program on a pilot basis for a period of two years from  
21 implementation; Now Therefore  
22

23 **BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:**

24 **Section 1.** The Seattle Municipal Code Section 4.13.010, Ordinance 113579 as  
25 amended, is further amended as follows:

26 \*\*\*

27 H. Executive                      Administrative Staff Analyst (OMF)  
28    Administrative Staff Assistant (OED)  
29    Administrative Staff Assistant (OWR)  
30    All directors of offices in the Executive Department  
31    All positions in the Office of the Mayor, except clerical  
32 positions classified in the Office Assistant and Accounting Support class series  
33    Budget Analyst (OMP)  
34    Budget Analyst, Senior (OMP)

- 1 Budget Analyst, Supervising (OMP)
- 2 Budget Analyst Trainee (OMP)
- 3 Budget Director, Assistant (OMP)
- 4 Budget Director, Deputy (OMP)
- 5 Business Development and Contract Services Director (Office
- 6 of Economic Development)
- 7 Community Design Manager (OMP)
- 8 Deputy Director (OIR)
- 9 Director VIII (OMP)
- 10 Financial Economist (OMP)
- 11 Intergovernmental Relations Coordinator (OIR)
- 12 International Community Programs Coordinator (OIR)
- 13 International Specialist (OIR)
- 14 Lobbyist
- 15 Lobbyist, Senior
- 16 Management and Planning Director, Assistant (OMP)
- 17 Manager IV (OMP)
- 18 Manager VIII (OMP)
- 19 Manager IX (OMP)
- 20 Manager X (OMP)
- 21 Policy and Management Analyst (OMP)

\*\*\*

1       **Section 2.**    A.       The following positions will be retitled Policy and Management  
2                   Analyst, effective with the implementation of the pilot compensation program in the  
3                   Office of Management and Planning (OMP):

	<u>Position Number</u>	<u>Current Title</u>
4		
5	021399	Budget Analyst Trainee
6	015629	Budget Analyst
7	016899	Budget Analyst
8	020498	Budget Analyst
9	020676	Budget Analyst
10	020825	Budget Analyst
11	017163	Budget Analyst
12	015070	Budget Analyst Senior
13	015987	Budget Analyst Senior
14	017167	Budget Analyst Senior
15	018167	Budget Analyst Senior
16	020497	Budget Analyst Senior
17	024271	Budget Analyst Senior
18	015077	Budget Analyst Senior
19	020057	Planning & Development Specialist Senior
20	022354	Planning & Development Specialist Senior
21	022355	Planning & Development Specialist Senior
22	022356	Planning & Development Specialist Senior
23	023489	Planning & Development Specialist Senior
24	022974	Planning & Development Specialist Senior

1	010579	Planning & Development Specialist Senior
2	011564	Planning & Development Specialist Senior
3	010427	Budget Analyst Supervising
4	018170	Budget Analyst Supervising
5	023553	Budget Analyst Supervising
6	010424	Budget Analyst Supervising
7	015091	Budget Analyst Supervising
8	015087	Budget Analyst Supervising
9	017165	Planning & Development Specialist II
10	021929	Planning & Development Specialist II
11	022357	Planning & Development Specialist II
12	022970	Planning & Development Specialist II
13	007921	Planning & Development Specialist II
14	010609	Urban Design Planner, Senior
15	010441	Financial Economist
16	008602	Transportation Planner, Associate
17	010608	Transportation Planner, Senior
18	023533	Transportation Planner, Senior
19	020328	Urban Economist
20	022054	Urban Economist
21	021857	Manager IX
22	015910	Manager IX
23	025531	Manager X

1 B. The salary range adopted for the title Policy and Management Analyst shall  
2 be \$21.50 - \$25.70 - \$27.73 - \$30.39. The salary range may be subject to general  
3 cost-of-living adjustments as such are awarded to classified service-exempt, non-  
4 represented employees.

5 **Section 3.** Seattle Municipal Code Section 4.20.040, Ordinance 97330 as last amended  
6 by Ordinance 109564, is further amended as follows:

7 A. An employee shall be granted the first automatic step increase in salary rate  
8 upon completion of six (6) months of service when hired at the first step of the  
9 salary range, and succeeding automatic step increases shall be granted after  
10 twelve (12) months of "actual service" from the date of eligibility for the last step  
11 increase to the maximum of the range; provided, that officers and employees in the  
12 following ~~((position classes))~~ titles shall be paid on the basis of the applicable  
13 criteria designed for each ~~((class))~~ title:

14 Policy and Management Analyst. Progression through the salary range shall  
15 be at the discretion of the Director of the Office of Management and Planning.

16 \*\*\*

17 **Section 4.** The Personnel Director is authorized to implement a pilot compensation  
18 program in the Executive Department, Office of Management and Planning (OMP).  
19 The pilot compensation program will provide for continuity and equity in  
20 compensation, organizational flexibility, and the ability to recognize and reward  
21 performance. The plan document is attached as Exhibit A. The pilot compensation  
22 program will be implemented the first pay period after the effective date of this  
23 ordinance, or as soon as possible thereafter, and will be in effect for two (2) years;

1 provided, that upon the completion of one (1) year, the Personnel and OMP  
2 Directors will evaluate its effectiveness at achieving its objectives and may  
3 recommend that the City Council end the pilot. Within six (6) months preceding its  
4 two (2) year anniversary, the Personnel and OMP Directors will again evaluate the  
5 pilot results and recommend to the City Council that it be continued, expanded, or  
6 allowed to terminate after two (2) years. Pilot evaluation criteria are attached as  
7 Exhibit B.

8 **Section 5.** Upon implementation, the OMP Director will designate a salary level for  
9 each pilot position that most closely corresponds to the rate of pay received by the  
10 incumbent thereof immediately prior to implementation. Those position incumbents  
11 who currently receive a rate of pay above or below the pay rate associated with the  
12 band level into which they are placed will continue to receive that rate of pay,  
13 including applicable cost-of-living adjustments, at the discretion of the OMP  
14 Director; provided, that the OMP Director may review the job duties of a pilot  
15 position at any time after pilot implementation and, based upon his or her  
16 determination about the level and complexity of job duties and/or employee  
17 performance, revise the employee's salary either upward or downward. Salary  
18 revisions will correspond to criteria and job characteristics as described in Exhibit C,  
19 attached. The salary determination of the OMP Director is not subject to appeal.

20 **Section 6.** The OMP Director may, at his or her discretion, award performance  
21 recognition payments to Policy and Management Analysts after reviewing annual  
22 performance evaluations. The amount of the award made to an employee will be at  
23 the discretion of the OMP director, and may be up to 6% of the employee's base

1 salary. Any payments made will not be cumulative nor added to the base salary. A  
2 performance recognition payment must be preceded by a formal performance  
3 evaluation, and may be awarded in conjunction with an assessment of the  
4 employee's eligibility to receive merit leave.

5 **Section 7.** OMP will fund performance recognition payments from salary savings or  
6 other savings within the office's regularly appropriated budget. Sufficient  
7 appropriations within OMP grand objects of expenditure for Personal Services or  
8 Other Charges that are unexpended and unencumbered at the end of each budget  
9 year shall carry forward to the subsequent year for the purpose of funding  
10 employee performance pay at an adequate level.

11 **Section 8.** Effect of transfer out of the pilot, or pilot termination, on employees.

12 A. Policy and Management Analysts who transfer, promote, or reduce  
13 to other City positions outside the pilot will have salary step placement calculated in  
14 accordance with Seattle Municipal Code Section 4.20.080.

15 B. If the pilot is terminated, the Personnel Director may retitle affected  
16 positions to other exempt titles in the City's salary schedule and compensation plan  
17 based on the work assigned at the time of the pilot's termination.

18 1. If the incumbents are returned to the same title they held prior  
19 to pilot implementation, their combined service in such title and in the pilot shall  
20 count as continuous service in the title.

21 a. If the original title has a lower maximum salary step  
22 than an affected employee was paid at the termination of the pilot, the employee will

1 continue to be paid at the higher rate of pay until the maximum step of the lower  
2 salary range matches or exceeds the "incumbency" rate of pay.

3 b. If the original title has a higher maximum salary step  
4 than an affected employee was paid at the termination of the pilot, the employee's  
5 combined service in such title and in the pilot shall count as continuous service in  
6 the title.

7 **Section 9.** Any acts made consistent with the authority and prior to the effective date of  
8 this ordinance are hereby ratified and confirmed.

9 **Section 10.** This ordinance shall take effect and be in force thirty (30) days from and  
10 after its approval by the Mayor, but if not approved and returned by the Mayor within ten  
11 (10) days after presentation, it shall take effect as provided by Municipal Code Section  
12 1.04.020.

13 PASSED by the City Council of the City of Seattle this 28 day of  
14 April, 1997, and signed by me in open session in authentication of its  
15 passage this 28 day of April, 1997.

16 [Signature]  
17 President of the City Council

18 Approved by me this 5 day of May, 1997.

19 [Signature]  
20 Mayor

21 Filed by me this 6 day of May, 1997.

22 [Signature]  
23 City Clerk

24 (Seal)  
25

## EXHIBIT A

### **OMP BROAD BANDING PROPOSAL POLICY AND MANAGEMENT ANALYST MARCH 1997**

#### OBJECTIVES

Broad banding is a compensation system OMP has been considering since the merger of Planning and OMB. The City is currently working on broad banding pilots for both executives and managers. There are also broad banding pilots under consideration in several other departments.

Broad banding in OMP is considered a pilot project. After the completion of one year of the project, the Personnel and OMP Directors will evaluate the effectiveness of the project in achieving its objectives. After completion of two years, the Personnel and OMP Directors will again evaluate the project and will decide whether to continue, expand, revise, or terminate the project. The intent of OMP is to make necessary modifications and improvements in order to allow the system to continue.

There are a number of possible benefits OMP wishes to achieve through the broad banding system:

- unity and integration of position titles
- more equity in compensation
- greater organizational flexibility
- more flexibility for individual advancement
- better methods for recognizing and rewarding performance

OMP's internal Personnel Committee heard a number of concerns from OMP staff discussions held in July and December of 1996, as well from a survey conducted in September. The committee and OMP directors considered the following values and issues in developing this proposal:

Equity: Employees who perform the same level of work should get comparable pay. The system should be clearly described and evenly applied.

Stability: Stability was equated with regular COLAs, and with no demotions, lay offs, or other "losses." People felt there could be stability in broad banding if it is clear how work will be evaluated and how compensation will be determined.

Evaluations: Performance evaluations need to have clear criteria and consistent methods implemented across OMP. Clarity, fairness, consistency, and comparability are the greatest concerns.

Practicality and follow-through: Some staff expressed concern over the ability to administer a broad band system that requires more management time for performance evaluations and monitoring of assignments, and also wondered how the system will work within existing budget constraints.

## OVERVIEW OF THE PROPOSED BROAD BAND SYSTEM

The "Policy and Management Analyst" band will consist of four levels. To implement broad banding, staff will be placed into one of the four levels grouped by their current titles, based on job responsibilities and requirements. Each level will have one base pay rate. There will be no "steps" with annual progression to top step as in the current system. The base rates were derived from current compensation rates, and recognize that the majority of staff in OMP are already at the top steps of their current pay ranges. Base pay for each of the four levels within the band will increase each year only with COLA.

Employees who are currently earning salaries over the proposed base rates will be placed on the appropriate band levels at their current salary rates. These employees will receive COLA increases at the same time as other staff. OMP will make adjustments in performance pay so that the gross earnings of these employees are not higher than other employees who are being paid at the base rate and who receive the same percentage of performance pay. The OMP Personnel Committee and the directors will determine the exact method for adjusting performance pay before the first awards are made in 1998. OMP may perform position and compensation reviews of these positions in the future for the purpose of ensuring equity at each band level across the office.

Movement between the levels will be precipitated by changes of assignment and responsibility. (The "Work Characteristic Variables" section below and Exhibit B provide further information.)

## COMPENSATION LEVELS

The current titles and the new base rates are shown on the chart below. To the extent feasible, OMP will seek to hire at the entry level (Level 1) to allow room for advancement and to achieve salary savings.

<b>POLICY &amp; MANAGEMENT ANALYST: Proposed Levels/ Previous Titles *</b>	<b># OF CURRENT STAFF (fte)</b>	<b>CURRENT TOP STEP RATE (hrly)</b>	<b>PROPOSED BASE RATE (hrly)</b>
<b>Level 1</b>			
Budget Analyst, entry	3	\$22.08	\$21.50
Planning & Dev Spec I	0	\$22.48	
<b>Level 2</b>			
Planning & Dev Spec II	5	\$24.26	\$25.70
Budget Analyst	7	\$25.70	
Transp Planner Assoc	1	\$25.70	
<b>Level 3</b>			
Planning & Dev Spec Sr	7	\$27.73	\$27.73
Budget Analyst Sr	6.5	\$27.73	
Urban Economist	2	\$27.73	
Transp Planner Sr	2	\$28.77	
Urban Design Planner Sr	1	\$28.77	

<b>Level 4</b>			
Budget Analyst Supvr	5	\$30.39	\$30.39
Manager VIII	1	\$30.39	
Manager IX	2	\$30.97	
Manager X	1	\$31.54	
Financial Economist	1	\$32.17	

\* As some positions are filled at lower levels in lieu of higher-level positions and some positions are part time, the number of employees in each title on this chart will not necessarily match the numbers of position titles included in the ordinance.

Temporary employees hired by OMP as interns, work study students, or TES employees will not be part of the broad band pilot, but will be placed in other City compensation titles. Temporary employees will not be eligible for merit leave or performance pay. If temporary employees are subsequently hired as permanent employees in OMP, OMP will place them into the broad band system at the appropriate band levels at the time of permanent hire, and will apply Personnel Rules and other existing policies for considering temporary time as credit earned toward becoming eligible for medical and other benefits.

#### **WORK CHARACTERISTIC VARIABLES FOR BAND LEVEL PLACEMENT**

Exhibit C describes the work characteristic variables associated with the four levels of the broad band system. This is the tool that OMP will use to determine movement between the four band levels. The OMP Personnel Committee identified five of the most critical variables intrinsic to the work of planners and budget analysts: degree of responsibility; scope of assignments; knowledge, experience, and technical skill requirements; urgency, deadline, and pacing considerations; and leadership. Each variable will be rated and assigned points in relation to the job assignment. Total points will be calculated to determine the appropriate broad band level placement.

#### **MOVEMENT BETWEEN THE BAND LEVELS**

OMP will have authority to perform position reviews for the purpose of placing employees on the band levels, moving employees between levels, and changing pay rates.

Employees may request review of their own positions during an annual time period (to be specified), if there has been a job change or other evidence of increased duties. The review will determine the correct band level placement for the employee's current duties/assignments. Using the "Work Characteristic Variables" tool, management will make a determination about the correct band level placement and notify the employee of the decision within a period of three months after submission of the position review documents to the team leader/supervisor. If the review requires longer than six months (for example, if the request requires that several other positions must be reviewed at the same time), and if the review results in movement to a higher band level, OMP will compensate the requesting employee with retroactive pay for any period longer than six months after submission of the position review documents to the team leader/supervisor.

Managers may request review of an employee's duties/assignments for the purpose of making a determination about band level placement and compensation. It is anticipated that these reviews will be initiated if an employee's scope of assignments and/or degree of responsibility change over time or if work is reallocated in some manner.

If OMP determines that the duties and assignments of an employee are at a higher band level with a higher base rate than the employee is currently being paid, the employee will move to the higher salary. If the duties and assignments of the employee are determined to be at a lower band level with a lower pay rate than the employee is currently being paid, the employee will move to the lower salary. The latter situation is expected to be a rare occurrence.

OMP may also perform reviews of positions where the incumbents will be receiving a higher rate of pay than the rate associated with the band level where they will be placed. These reviews could result in pay adjustments.

OMP will conduct the review process in the following manner. The employee will fill out an OMP position description questionnaire form. The team leader/supervisor will rate the OMP PDQ form using the "Work Characteristic Variables" tool and will make a recommendation for band level placement. All OMP team leaders and Assistant Directors will comprise a committee to review the PDQ and the team leader's recommendation, and will be responsible for retaining equity across the office. This committee will make a recommendation to the OMP Director, who will make the final decision. If an employee wishes to appeal a decision about band level placement as a result of a duties/assignment review, the OMP Director will hear the appeal and make a decision.

Employees may have the opportunity to work in a higher band level on a temporary basis, such as for special projects, and to earn pay at the higher level. These special assignments will operate on a similar basis to the current mechanisms for out-of-class assignments, and will not imply that the employee will remain at the higher band level on a permanent basis. The OMP Director, with recommendations from the team leaders/supervisors and Assistant Directors, will make the final decision about such temporary placements.

### PERFORMANCE EVALUATIONS

Performance evaluations are an important part of OMP's broad band system. OMP will conduct formal evaluations once a year and will award performance pay and merit leave days (under Executive Leave guidelines) for employees in the broad band system. All evaluations MUST be completed before performance pay will be awarded, and completed evaluations will be a performance requirement of all supervisors. The performance evaluation tool includes a "360 degree review" element that solicits input from peers and customers to assist supervisors in developing staff performance evaluations. OMP used the 360 review process in completing its 1996 performance evaluations in order to get a "head start" in using this part of the new system.

### **PERFORMANCE PAY**

OMP will award performance pay annually. Performance evaluations must be completed prior to awarding performance pay. Appropriate amounts of performance pay and merit leave days will both be based on performance evaluation results and will not be awarded for merely adequate performance. Based on the employee's performance for the year, the intent is that employees will receive between 0 and 6 percent of their annual salary as performance pay and between 0 and 6 days merit leave. Performance pay is not cumulative nor compounding, but will be awarded in a lump sum payment on an annual basis.

Performance pay will be paid on a pro-rated basis for employees who are not employed the entire year by OMP. For example, if an employee begins work after the first of the year and earns performance pay of 6%, the award will be calculated on the basis of 6% of the salary for the number of months employed in OMP. Similarly, a pro-rated calculation will be made for employees who leave OMP employment before the end of the year, but this will not be paid until such time as the annual awards are made to other employees.

### **PERFORMANCE PAY WHEN ON LOAN TO OTHER DEPARTMENTS**

If OMP employees are loaned to other departments, they will remain eligible for OMP performance pay. OMP will gain the cooperation of the other department to provide information about the performance of the loaned employee for the time period the employee was not working in OMP. If an employee is loaned to OMP from another department, the employee remains under the system in effect in their home department and is not eligible for performance pay paid by OMP.

### **FUNDING PERFORMANCE PAY**

OMP expects that the cost of funding performance pay can be funded in 1997 by filling positions at the lower levels and using salary savings from vacancies. This method presents a potential to remain understaffed in order to fund adequate levels of performance pay.

The OMP Personnel Committee spent considerable time trying to identify ways to make the performance pay budget sustainable. One idea was to ask staff to forego receiving a COLA in 1997, resuming in 1998. By setting the total amount of COLA adjustments aside, OMP could have retained a permanent reserve in its base budget to fund performance pay. This would have been accomplished by continuing to budget for OMP salaries in future years as if the 1997 COLA had been awarded. However, the OMP Personnel Committee rejected the idea of asking staff to forego a COLA.

Based on salary savings, performance pay may be variable and might be smaller in some years than in others. It is possible that awards could be only a few hundred dollars instead of a percentage of salary. The Personnel Committee will continue to explore other ideas for funding performance pay on a sustainable basis.

**IMPLEMENTATION**

OMP is submitting an ordinance for review and approval by the Personnel, Organization, and Performance Committee in early April 1997.

After Council review and approval, OMP will place staff at the appropriate band levels and implement the system on the earliest possible pay period. This could happen in late April of early May 1997.

During the period when supervisors conduct performance evaluations for 1997, supervisors and directors will also make determinations of executive leave and performance pay awards. The first performance pay awards will be made in early 1998 (based on 1997 performance). The broad band system and evaluation cycles will continue in 1998. At the end of one and two-year cycles, OMP and Personnel will review the broad band pilot to determine what adjustments in the overall design or process might be needed to improve the system and its value to management and employees.

**EXHIBIT B**

**OMP PILOT COMPENSATION PROJECT  
EVALUATION CRITERIA**

1. Unity and integration -- The Project is expected to provide tools to recognize the unique combination of planning, policy, and budget work assigned in the Office of Management and Planning, and to combine professional staff in an integrated compensation system. The Project is designed to accommodate different levels of job responsibility and complexity while integrating staff who specialize in either budget or planning work with those whose jobs involve a combination of assignment types.

Measures of success

The system provides sufficient tools to evaluate the proper level placement to recognize the complexity of assignments, regardless of whether those assignments are primarily planning- or budget-related, or involve a combination of responsibilities.

1	2	3	4
ALWAYS	USUALLY	SOMETIMES	NEVER

2. Equitable compensation -- The Project is expected to remedy a problem of internal misalignment resulting from the consolidation of OMB and Planning; that is, a number of employees are performing work that is similar in level and nature of responsibility, but is compensated differently. Because the City's compensation system must account for the way duties are assigned across various departments, it is not as responsive to OMP's need for the ability to assign the same kinds and levels of work across a diversity of current titles.

Measures of success

The system adequately provides for the ability to assign similar kinds and levels of assignments to employees in a given level within the band.

1	2	3	4
ALWAYS	USUALLY	SOMETIMES	NEVER

The Project participants perceive that the salary levels to which they are allocated are generally fair and equitable vis-à-vis other participants assigned to the same levels.

1	2	3	4
ALWAYS	USUALLY	SOMETIMES	NEVER

EXHIBIT B

- 3. Organizational flexibility -- The elimination of an external compensation review prior to reallocation of duties or redeployment of staff is expected to enhance OMP's ability to hire new employees at the proper levels based on their qualifications and abilities, to move staff through the bands based on the ongoing development of their qualifications and responsibilities (as reflected in the level of complexity of work they can be assigned) without consideration of "time in grade" issues, and to redeploy staff and reassign work as priorities change or unforeseen workloads emerge.

Measures of success

OMP is able to successfully assess the capabilities of staff and place them at or move them through the appropriate band levels in a way that satisfies management's needs and does not negatively impact employee morale.

1	2	3	4
ALWAYS	USUALLY	SOMETIMES	NEVER

OMP is able to successfully match employee capabilities with work assignments and determine proper band level placement in a manner that is more efficient and timely than the City's classification and compensation processes.

1	2	3	4
ALWAYS	USUALLY	SOMETIMES	NEVER

- 4. Recognizing and rewarding performance -- The Project will include a performance recognition component, with employees eligible for 0 - 6% non-cumulative annual performance recognition payments, in addition to 0 - 6 days of merit leave.

Measures of success

OMP successfully funds the annual performance recognition compensation without seeking additional appropriations therefor.

1	2	3	4
ALWAYS	USUALLY	SOMETIMES	NEVER

- 5. Facilitates upward mobility -- City employees are currently required to wait and compete for specific job openings in order to advance, no matter how stellar their performance or how much they've improved their qualifications as a result of taking on new and more complex work. The Project will allow for advancement within the band system, permanently or temporarily, through accepting and accomplishing more complex work assignments.

Measures of success

OMP is able to quickly recognize and acknowledge, via upward movement, improved employee abilities.

1  
ALWAYS

2  
USUALLY

3  
SOMETIMES

4  
NEVER

Project participants generally believe that the Project compensation system is superior to the City's service-based, title-specific compensation plan.

1  
ALWAYS

2  
USUALLY

3  
SOMETIMES

4  
NEVER

## EXHIBIT C

### **WORK CHARACTERISTIC VARIABLES ASSOCIATED WITH LEVELS OF EMPLOYMENT IN OMP**

Professional employment in OMP includes work related to public policy, planning, management, and budget issues. The work includes several different areas of technical or occupational specialization, such as transportation, environmental programs, economic forecasting, capital improvement program budgeting, etc. Professional staff, who might work in one or in a number of these and other areas, will be integrated for job compensation purposes into a *Policy and Management Analyst* broad band. The broad band will have four levels of professional employment.

The assignment of individuals to one of the levels within the broad band will be based on factors intrinsic to the characteristics of their jobs or work assignments over a period of time. However, neither seniority (longevity of employment) nor area of technical/occupational specialty alone will determine band level placement. The critical requirements and characteristics of the work individuals are performing will determine the level of placement within the broad band. Similarly, movement from one band level to another will be based on a change in the level of job responsibilities and requirements. Performance, as measured by annual performance evaluations, will determine merit leave awards and performance pay rather than band level placement.

The following five factors have been identified as the most critical job-related factors or work characteristics that vary with the level of employment on the band system within OMP. When considered together, these will determine band level placement.

1. Degree of Responsibility
2. Scope of Assignments
3. Knowledge, Experience, and Technical Skill Requirements
4. Urgency, Deadline, and Pacing Considerations
5. Leadership Component

The types of considerations that will be taken into account when rating each of these factors are indicated below.

## EXHIBIT C

### 1. Degree of Responsibility

- How much responsibility for defining, organizing, and assigning work tasks for self/others?
- How much guidance, oversight, or assistance received from/given to others in carrying out and completing assignments?
- How much responsibility for reaching conclusions or making decisions?
- How critical are results/decisions produced to others inside/outside OMP?
- Over what kinds/levels of issues, projects, and decisions is responsibility or authority exercised?
- To whom (what level) within OMP does the employee report? Who/how many OMP employees report to them?

### 2. Scope of Assignments

- How pivotal or critical is the employee's assigned body of work to the fulfillment of OMP's goals, objectives, and priorities?
- What is the magnitude, complexity, and span of job assignments, duties, and tasks?
- Are responsibilities assigned for an entire or only partial area, project, or function?
- Are work assignments focused on a single department or issue area or are they Citywide and/or comprehensive?

### 3. Knowledge, Experience, and Technical Skill Requirements

- To what extent does the work require special knowledge, education, or technical skills?
- To what extent does the work require experience and/or in-depth or extensive knowledge of City-related systems/processes?
- To what extent does the work require high-level analytical skills?
- To what extent does the work require high-level communication, negotiation, and interpersonal skills?

**4. Urgency, Deadlines, and Pacing Considerations**

- To what extent is work self-paced vs. keyed to external deadlines or schedules?
- To what extent is work performed under tight time pressures?
- How much do others within/outside OMP depend upon the timely, accurate, and effective completion of work assignments/tasks?
- To what extent do assignments require frequent or prolonged periods of extra-intensive efforts and/or obligations that extend beyond normal working hours?

**5. Leadership Component**

- How much responsibility for (directly) advising upward? How much contact, and of what kind, with cabinet-level leaders and elected officials?
- How much responsibility for instructing, training, advising, or mentoring other staff in OMP and/or City?
- How much (and what kind of) contact with community groups/public? Inter-departmental contacts? Intergovernmental contacts?
- To what extent is employee called upon to represent OMP and/or the City in Citywide, community, or intergovernmental venues?

**JOB RATING**

Within the broad band system, any individual's job or work assignments over time may be evaluated using the "Work Characteristic Variables" tool. The pertinent characteristics for each individual's job will be evaluated in the context of the variation in these characteristics across all jobs within the OMP broad band. Scores will be assigned based on a scale of the minimum to the maximum points available for each of the five factors as shown below:

FACTOR	MINIMUM POINTS	MAXIMUM POINTS
1. Degree of Responsibility	1	10
2. Scope of Assignments	1	10
3. Knowledge/Experience/Technical Skills	1	10
4. Urgency/Deadlines/Pacing	1	5
5. Leadership Component	1	5
<b>TOTAL POINTS POSSIBLE</b>	<b>5</b>	<b>40</b>

**BAND LEVEL ASSIGNMENT**

When a job or set of jobs is reviewed and/or considered for band level placement, the team leader/supervisor of the employee will evaluate the job duties using the "Work Characteristic Variables" rating tool. The points assigned from the completed rating will translate into levels of employment within the broad band as shown below. All OMP team leaders and Assistant Directors will comprise a committee to review the job description and the team leader/supervisor recommendation in order to ensure comparability and equity across OMP sections and work units.

TOTAL POINTS	EMPLOYMENT LEVEL
5-10	Level 1
11-20	Level 2
21-30	Level 3
31-40	Level 4

# City of Seattle

Executive Department—Office of Management and Planning

Thomas M. Tierney, Director  
Norman B. Rice, Mayor

'97 APR 24 AM 11 58



## **MEMORANDUM**

**Date:** April 24, 1997

**To:** Theresa Dunbar  
Legislative Department

**From:** Linda Taylor-Manning   
Office of Management and Planning

**RE:** OMP Pilot Compensation Project.  
Attachment to CB 111703

Enclosed is Attachment D as requested by the Technology and Labor Committee for Council Bill 111703. Please contact me at 3-0066 if you have any questions.

**Attachments:** Attachment D

**cc:** Honorable Tina Podlodowski, Chair  
Technology and Labor Committee  
Larisa Benson, Legislative Department  
Lidia Santiesteban, ESD-Personnel Division  
Carla Coward, ESD-Personnel Division

## EXHIBIT D

### **OMP PILOT COMPENSATION PROJECT MID-PROJECT EVALUATION**

In addition to the Evaluation Criteria outlined in Exhibit B, OMP will research and measure the following aspects of the Compensation Project after one year. (Approximately June of 1998.)

1. Adverse Impact
  - a. Determine if administrative discretion in movement between levels and in the awarding of performance pay shows bias and has affirmative action impact.
2. Salary Research -
  - a. Review distribution of staff among the four levels to assess if there is salary "creep".
  - b. Review salary costs to determine budget impact. Is cost of project within OMP's personnel services budget.
3. Employee Survey -
  - a. Determine employee's understanding of how the system works or is applied.
  - b. Determine if performance evaluations have been completed. Is evaluation tool effective.
4. Manager Survey -
  - a. Determine how easy or difficult the system has been to administer.
  - b. Determine if the performance incentive plan has improved employee performance.



# City of Seattle

Norman B. Rice, Mayor  
Executive Services Department  
Dwight D. Dively, Director

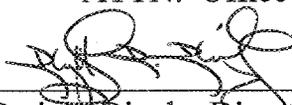
## MEMORANDUM

DATE: March 11, 1997

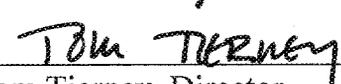
TO: Honorable Jan Drago, President  
Seattle City Council

VIA: Norman B. Rice, Mayor  
ATTN: Office of Management and Planning

FROM:

  
Dwight Dively, Director  
Executive Services Department

  
Sarah Welch, Director  
Personnel Division

  
Tom Tierney, Director  
Office of Management and Planning

SUBJECT: Proposed Legislation To Establish A Pilot Compensation Program

The Executive Services Department and the Office of Management and Planning (OMP) are pleased to jointly submit the attached ordinance. The ordinance proposes a broad-banded compensation pilot program in the OMP. This proposal is the result of a work effort that has involved nearly everyone in OMP, either in a design or review capacity. It stems from the reorganization that consolidated the Office of Management and Budget with the Planning Department at the beginning of 1995. Since then, we have struggled to find a fair, equitable, and consistent way to assign and compensate work that is no longer as compartmentalized as it once was. We now have Planning & Development Specialists focusing on budget analysis, and Budget Analysts working on planning projects. The proposed pilot recognizes the desirability of working across specialty areas in this manner.

Personnel Division, Dexter Horton Building, 710 Second Avenue, 12th Floor, Seattle, WA 98104-1793

Tel. (206) 684-7664, TDD: (206) 684-7888, FAX: (206) 684-4157, <http://www.ci.seattle.wa.us>

An equal-employment opportunity, affirmative action employer. Accommodations for people with disabilities provided on request.



Honorable Jan Drago  
March 11, 1997  
Page Two

In brief, the proposed program assigns all professional staff to a single pay band, consisting of four levels. Employees can be moved up and down the band levels, depending upon the characteristics of the work they are assigned to do. In addition, they are eligible for an annual performance recognition payment of up to six percent. The plan document attached to this bill as Exhibit A describes the program in detail.

Although we have provided for a joint evaluation at the end of two years, with an option to return to the City's compensation plan at that time, we are strongly committed to this program and look forward to returning with legislation to extend it indefinitely.

This ordinance also amends SMC Chapter 4.13 by exempting two additional positions in OMP, Budget Analyst Trainee and Manager X. These exemptions require a two-thirds vote of the City Council.

Thank you for your consideration of this bill. Please direct any questions to Carla Coward, Personnel Classification/Compensation Unit, at 4-7878; or Elaine Marklund, OMP Acting Office Manager, at 4-8053.

SW/ks

#### Attachments

cc: Honorable Tina Podlowski, Chair  
Technology and Labor Committee  
ESD/Personnel Division Administrators  
Elaine Marklund, OMP  
Rosalie Melendez-Daigre, OMP  
Carla Coward, ESD/Personnel Division

# City of Seattle

Executive Department—Office of Management and Planning

Thomas M. Tierney, Director  
Norman B. Rice, Mayor

March 27, 1997

The Honorable Mark Sidran  
City Attorney  
City of Seattle

Dear Mr. Sidran:

The Mayor is proposing to the City Council that the enclosed legislation be adopted.

REQUESTING  
DEPARTMENT: Executive Department - Office of Management and Planning.  
SUBJECT: AN ORDINANCE amending Seattle Municipal Code Chapter 4.13 to exempt positions in the Office of Management and Planning; retitling certain positions in the Office of Management and Planning and establishing compensation therefor; amending Seattle Municipal Code Section 4.20.040 to exclude these same positions; and providing for the implementation of a pilot compensation program.

Pursuant to the City Council's S.O.P. 100-014, the Executive Department is forwarding this request for legislation to your office for review and drafting.

After reviewing this request and any necessary redrafting of the enclosed legislation, please return the legislation to OMB. Any specific questions regarding the legislation can be directed to Elaine Marklund at 684-8053.

Sincerely,

Norman B. Rice  
Mayor

by

*Elaine Marklund for*

Tom Tierney, Director

Enclosure

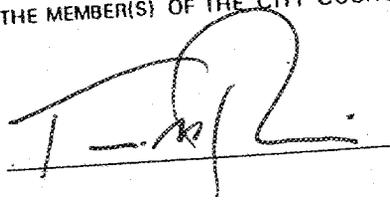
Approved by *Norman B. Rice*  
4/4/97



COPY RECEIVED  
97 APR - 1 PM 2:40  
SEATTLE CITY ATTORNEY

**SPONSORSHIP**

THE ATTACHED DOCUMENT IS SPONSORED FOR FILING WITH THE CITY COUNCIL BY THE MEMBER(S) OF THE CITY COUNCIL WHOSE SIGNATURE(S) ARE SHOWN BELOW:

  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**FOR CITY COUNCIL PRESIDENT USE ONLY**

COMMITTEE(S) REFERRED TO: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
PRESIDENT'S SIGNATURE

STATE OF WASHINGTON - KING COUNTY

80652

—ss.

City of Seattle, City Clerk

No. ORDINANCE IN

Affidavit of Publication

The undersigned, on oath states that he is an authorized representative of The Daily Journal of Commerce, a daily newspaper, which newspaper is a legal newspaper of general circulation and it is now and has been for more than six months prior to the date of publication hereinafter referred to, published in the English language continuously as a daily newspaper in Seattle, King County, Washington, and it is now and during all of said time was printed in an office maintained at the aforesaid place of publication of this newspaper. The Daily Journal of Commerce was on the 12th day of June, 1941, approved as a legal newspaper by the Superior Court of King County.

The notice in the exact form annexed, was published in regular issues of The Daily Journal of Commerce, which was regularly distributed to its subscribers during the below stated period. The annexed notice, a

CT:ORD 118572

was published on

05/16/97

The amount of the fee charged for the foregoing publication is the sum of \$ , which amount has been paid in full.

Subscribed and sworn to before me on

05/16/97

Notary Public for the State of Washington, residing in Seattle

bonds or warrants of the state or any municipal corporation of the state. All interest, dividends, and/or other income derived from the investment and the principal amount repaid shall be deposited in the campaign account.

Section 10 - Subsection 2.04.230D of the Seattle Municipal Code is amended as follows:

**2.04.230 - Continuing political committee - Reports**

D. A continuing political committee shall file reports as required by this chapter until the earlier of (1) the date the continuing political committee dissolves or (2) (a) in the case of a continuing political committee that contributes to candidates, the end of the latest election cycle of the candidates to whom the continuing political committee contributed or (b) in the case of a continuing political committee that contributes to ballot proposition committees, the date of the latest of the final reports filed pursuant to Subsection 2.04.250 P3 by the ballot proposition committees to which the continuing political committee contributed. In addition, if the continuing political committee has debt at the end of the relevant election cycle or after the relevant final report has been filed, it shall continue to file reports as required by this chapter until such debt is paid or forgiven, (it is dissolved, at which time a final report shall be filed.) When the continuing political committee's obligation to file reports ends as set forth in this subsection, it shall submit a final report. Upon submitting a final report, the duties of the campaign treasurer other than record retention shall cease and there shall be no obligation to make any further reports.

Section 11 - Subsections A, B, C, and D of section 2.04.250 of the Seattle Municipal Code are amended as follows:

**2.04.250 - Treasurer's reports - Procedures**

A. On the day the campaign treasurer is designated, each candidate or political committee shall file with the City Clerk, in addition to any statement of organization is required under Section 2.04.160 or Section 2.04.170 to be filed with the City Clerk, a report of all contributions received and expenditures made prior to that date shall be filed with the City Clerk. Such report of contributions and expenditures is not required if no contributions were received and no expenditures were made prior to that date, (if any).

B. At the following intervals each campaign treasurer shall file with the City Clerk a further report of the contributions received and expenditures made since the date of the last report:

1. On the twenty-first (21st) day and seventh (7th) day immediately preceding the date on which the election is to be held; and
2. (Within twenty-one (21) days after the date of the election.) On the tenth (10th) day of the first (1st) month after the election, provided that this report shall not be required following a primary election from:

- (a) A candidate whose name will appear on the subsequent general election ballot;
- (b) Any continuing political committee; and

3. On the tenth (10th) day of each month in which no other reports are required to be filed under this section; provided, that such report shall only be filed if the committee has received a contribution or made an expenditure in the preceding calendar month and either the total contributions received or total expenditures made since the last such report exceed Two Hundred Dollars (\$200.00).

4. In the case of a City general election or a special election held in conjunction with any general election, the campaign treasurer shall file a final report no later than the tenth (10th) day of May after the date of the general election; and in the case of a special election that is not held in conjunction with any general election, the final report shall be filed no later than the tenth (10th) day of the sixth (6th) month after the date of the special election.

the exception of that portion of such income which was received from person whose names and addresses are required to be included in the report required by Section 2.04.220; provided further that e))

(b) the occupation and the employer's name, city and state of each individual whose contributions in the aggregate during the applicable period equal or exceed One Hundred Dollars (\$100.00).

Contributions of (less than) Twenty-Five Dollars (\$25.00) or less in the aggregate from any one (1) person during the applicable period (election campaign) may be reported as one (1) lump sum so long as the campaign treasurer maintains a separate (and private) list of the contributors' names, addresses, and the amounts of each of their contributions (such contributions) but if the treasurer does not maintain such a list, then the name, address, and amount of each contribution shall be reported:

1. Each loan, promissory note, or security instrument to be used by or for the benefit of the candidate or political committee made by any person, together with the names and addresses of the lender and each person liable directly, indirectly, or contingently and the date and amount of each such loan, promissory note, or security instrument;

4. The name and address of each political committee from which the reporting committee or candidate received, or to which that committee or candidate made, any transfer of funds, together with the amounts, dates, and purpose of all such transfers;

5. All other contributions not otherwise listed or exempted;

6. The name and address of each person to whom one or more ((or)) expenditures ((was)) were made in the aggregate amount of more than Fifty Dollars (\$50.00) ((or more)) during the reporting period, and the amount, date, and purpose of each such expenditure;

7. The total sum of expenditures;

8. The surplus or deficit of contributions over expenditures;

9. The disposition made of any surplus of contributions over expenditures;

10. Such other information as the ((Administrator)) Commission ((, in conformance with the policies and purposes of this chapter,)) requires by rule adopted pursuant to the Administrative Code in conformance with the policies and purposes of this chapter; and

11. Funds received from a political committee not domiciled in the state and not otherwise required to report under this chapter (a "nonreporting committee"). Such funds shall be forfeited to the state unless the nonreporting committee or the recipient of such funds has filed or within ten (10) days following such receipt shall file with the City Clerk a statement disclosing:

- a. The name and address of the nonreporting committee;
- b. The purposes of the nonreporting committee;
- c. The names, addresses, and titles of its officers or, if it has no officers, the names, addresses, and titles of its responsible leaders;
- d. A statement whether the nonreporting committee is a continuing one;
- e. The name and office sought of each candidate in the City in support of whom the nonreporting committee made an expenditure ((is supporting));
- f. The City ballot proposition concerning which the non-reporting committee made an expenditure ((supported or opposed in the City, if any)), and whether such committee is in favor of or opposed to such proposition;
- g. The name and address of each person residing in the state or corporation which has a place of business in the state that has made one (1) or more contributions in the aggregate of more than Twenty-Five Dollars (\$25.00) ((or more)) to the nonreporting committee during the current calendar year, together with the names, value and date of such contributions;

Analyst, effective with the implementation of the current time Budget Analyst Trainee 021399  
Budget Analyst Trainee  
Current Time  
Position Number  
021399