

## **Performance Compensation Model Brief Description**

**Local School System:** Anne Arundel County Public Schools

**Local Contact (Name and contact information):** Oscar N. Davis, Director of Employee Relations

**Title of Model:** Unit III - Incentive Pay

**Purpose of the Compensation Model:** To improve attendance and job performance of Unit III employees.

**Brief Description (Please include links, if available, for access to further information on the model):**

### **Employee Performance Stipend**

A Unit III member who achieves an exemplary job performance rating for his/her annual performance evaluation shall receive a one-time performance stipend. This stipend shall be in addition to any overall general increase in the Unit III employee salary scale. The stipend shall be as follows for FY2008, \$200. For FY2009, \$250. For FY2010, \$300. For FY2011, \$350.

Eligibility for an exemplary performance stipend shall be based on the standards/criteria so defined in, and as part of, the Unit III annual performance evaluation instrument and rating process.

### **Employee Attendance Incentive Bonus**

A Unit III member who has a Perfect Attendance record during the defined attendance session (6 month period of time) shall receive a bonus of \$250.00. A Unit III employee who has an Exemplary Attendance record shall receive a bonus of \$75.00.

The defined attendance session dates shall be November 1 through April 30; and, May 1 through October 31, respectively.

A one-time Perfect Attendance or Exemplary Attendance bonus shall be paid to those eligible Unit III members at the end of the defined attendance session (6 month period of time) that is at, or near the pay period for the winter holiday break; and then, at or near the end of the school year.

A Unit III member must have worked greater than a majority of scheduled duty days during the defined attendance session (6 month period of time) in order to qualify for the Perfect Attendance or Exemplary Attendance bonus.

Eligibility for a Perfect Attendance or Exemplary Attendance bonus is as defined under the Incentive Pay: Perfect/Exemplary Attendance Chart.

### **Group Attendance Incentive Bonus**

An annual group attendance incentive bonus of \$75/per year shall be paid to those eligible Unit III work groups/teams for improving attendance to the designated quota/percentage. The standards/criteria for each organizational unit may vary, depending on the particular composition of the groups/teams. Such standards/criteria shall be defined and made known to employees, in advance of the assessment/rating period.

**Targeted Employees:** Unit III/AFSCME (Transportation, Logistics, Food and Nutrition Services, Maintenance, Operations)

**Pros:** Plan emphasizes, with union support, the performance expectations of management.

**Cons:** 1). Program cost 2). Extensive staff time to review data and determine awards.

**Lessons Learned:** Effective communication with affected employees is essential. Both management and union leaders must publicize the plan to ensure that employees are aware of the plan's potential benefits to them.

**Implementation/Results (Is the model working? If not, why not?):** Results have been mixed. Initially, sick leave absences declined. More recently, absences have begun to rise again, almost to pre-plan levels. This may be attributed to continuing workload issues and an aging work force.

**Future Plans:** To continue to evaluate the effectiveness of the program ensuring that employees are aware of their ability to earn additional compensation through attendance and exceptional performance evaluations.