

# D/KC MPO Job Class Specifications and Performance Evaluation Incentives

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## D/KC MPO Job Class Specifications

- No existing job classification specifications
- Incentivize salary increases with good job performance.
- Use Association of Metropolitan Planning Organizations (AMPO) 2018 MPO Salary Survey

When I began my job as Executive Director in November 2017, I conducted a SWOT (Strengths/Weakness/Opportunities/Threats) analysis which among other things, identified a lack of policies and procedures. In this case, there was no personnel policy or standard written job classifications. The personnel policy was completed in September 2018 and now, I would like to establish written job specifications.

Although the D/KC MPO has position descriptions, there are no standard written job class specifications which formally depict **position description; position duties; required Knowledge, Skills, and Abilities; Experience and education requirements; and Salary range.** Therefore, the first part of this “action item” before you, is to formally adopt D/KC MPO Job Class Specifications.

The second part of this “action items” is to include salary ranges in each written job class specifications. If the current MPO employee or future employee is not at the maximum salary range, the available salary range could be used to incentivize employee annual job performance evaluations with potential salary increases. Currently, D/KC MPO employees are hired at a specified annual salary with no performance incentives. There are no position steps (i.e. pay grade 30, step 1, 2, 3, etc..) that allow salary increases for each year of employment. In my research, I discovered that sometimes past UPWP’s included general **cost of living increase** applied to everyone. I would like to have an established salary range for all positions and connect salary increases to annual performance evaluations using specific quantitative measures.

Lastly, in 2018 AMPO conducted a salary survey of seventy-five (75) MPOs. Although the survey response rate was only 52%, it still provides a snapshot of salary ranges among a variety of MPOs. Additionally, the Federal Highway Administration published a report that provides details about staffing and the administrative capacity of MPOs. Page 6-13 notes that MPOs with fixed salaries (like the D/KC MPO) have little flexibility to raise salaries to be competitive. I want the employees to be incentivized to perform well with measurable performance metrics you will see in the subsequent slides.

### References:

FHWA report “Staffing and Administrative Capacity of MPOs (May 2010)” found at: [https://www.planning.dot.gov/documents/Staffing\\_Administrative\\_Capacity\\_MPOs.pdf](https://www.planning.dot.gov/documents/Staffing_Administrative_Capacity_MPOs.pdf)  
AMPO 2018 MPO Salary Survey Results found at: <http://www.ampo.org/wp-content/uploads/2018/08/Salary-Survey-2018.pdf>

## D/KC MPO Performance Evaluations

- Formally included in the September 2018 D/KC MPO Personnel Policy
- Annual evaluations in five (5) performance factors using anyone of five (5) evaluation categories.
- Proposed salary increases for employees scoring 16-20 points 3%; 11-15 points 1%; less than 11 points no increase.

As previously indicated, the D/KC MPO has a personnel policy that requires employee performance evaluations to be completed on an annual basis.

There are five performance factors: **Quality and quantity of work; Attendance and punctuality; Interaction with others/customer service; Planning and organization; and communications (oral and written)**. The employees are assessed a performance category which best describes their overall performance in that factor (highest to lowest): **Outstanding; Exceeds job requirements; Satisfactory; Improvement needed; and Unsatisfactory**. Each of these performance categories have a quantitative measure: Outstanding = **4 points**; Exceeds job requirements = **3 points**; Satisfactory = **2 points**; Improvement needed = **1 point**; and Unsatisfactory = **0 points**.

If the employee has not reached their maximum established job specification salary range, they could receive a **3%** salary increase after receiving a performance cumulative evaluation score between 16 to 20 points; a **1%** salary increase with a cumulative score between 11 to 15 points; and **no salary increase** with a cumulative score of less than 11 points. If approved, this will be incorporated into the new D/KC MPO personnel policy.

The next slide provides an example.

## D/KC MPO Performance Evaluations Scoring

**Quality and Quantity of Work:** *the accuracy, neatness, thoroughness, technical correctness, and amount of work.*

<input checked="" type="checkbox"/> Work is of highest quality; extremely accurate and thorough.	<input type="checkbox"/> Work is consistently accurate and thorough.	<input type="checkbox"/> Quality of work is satisfactory.	<input type="checkbox"/> Work is below average; mistakes frequently occur.	<input type="checkbox"/> Work is of unacceptable quality.
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**Attendance and Punctuality:** *the degree to which the employee remains on the job; punctuality; absenteeism.*

<input type="checkbox"/> Has perfect attendance.	<input checked="" type="checkbox"/> Has near perfect attendance; extremely punctual; makes every effort to remain on the job.	<input type="checkbox"/> Occasionally misses time and/or occasionally late; satisfactory attendance.	<input type="checkbox"/> Often misses time and/or often late; absence sometimes affects responsibilities; improvement needed.	<input type="checkbox"/> Misses extreme amounts of time and/or consistently late; absence seriously affects responsibilities; unsatisfactory.
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**Interaction with Others/Customer Service:** *how well the employee relates to and works with other employees and the public.*

<input type="checkbox"/> Always cooperative; extremely courteous and helpful.	<input checked="" type="checkbox"/> Often displays extra effort in cooperating with and helping others.	<input type="checkbox"/> Usually cooperative, courteous and helpful to others.	<input type="checkbox"/> Sometimes uncooperative and discourteous towards other employees and/or the public.	<input type="checkbox"/> Not cooperative; often rude and/or unhelpful to other employees or the public.
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**Planning and Organization:** *utilization of time and resources to achieve desired results.*

<input checked="" type="checkbox"/> Excellent use of time and resources; demonstrates <u>strong</u> <u>planning</u> skills.	<input type="checkbox"/> Good use of <u>time and</u> resources; usually plans and organizes work well.	<input type="checkbox"/> Satisfactory use of time and resources.	<input type="checkbox"/> Sometimes does not use time and resources well; needs to plan work better.	<input type="checkbox"/> Does not use time and resources in an efficient manner; demonstrates poor planning.
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**Communication: Oral & Written:** *the degree to which the employee expresses ideas effectively.*

<input type="checkbox"/> Job-related ideas are always expressed in an exceptionally clear manner.	<input checked="" type="checkbox"/> Demonstrates better than average communication skills.	<input type="checkbox"/> Expresses ideas in a satisfactory manner.	<input type="checkbox"/> Sometimes has difficulty expressing ideas.	<input type="checkbox"/> Fails to make self understood.
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In this example, the employee earned two (2) “outstanding” and three (3) “exceeds” performance ratings with a cumulative score of 17 points. This employee would receive a 3% salary increase.

# Existing Position Salary

	A	B	C	D	E	F
1	D/KC MPO Job Specification Salary Range					
2	Position	Hourly rate	Current fixed Salary (1,950 hrs/yr)	Proposed Salary Range	Maximum proposed hourly rate	Comments
3						
4	Executive Director	\$35.90	\$70,000.00	\$70,000- \$80,000	\$41.02	Excludes additional <u>\$12K</u> to pay for health insurance
5	Executive Assistant	\$21.57	\$42,061.50	\$38,000 - \$48,000	\$24.62	
6	Principle Planner	\$27.34	\$53,313.00	\$50,000 - \$60,000	\$30.77	
7	Public Outreach Manager	\$23.00	\$44,850.00	\$40,000 - \$50,000	\$25.64	
8	Transportation Planner II	\$23.59	\$46,000.00	\$40,000 - \$50,000	\$25.64	Position currently vacant
9	GIS/Planning (part time)	\$19.23	\$28,998.84	\$25,000 - \$35,000	\$23.21	Does not exceed 29 hours per week or 1,508hrs/year
10	Administrative Assistant (part time)	\$10.00	\$15,080.00	\$15,000 - \$25,000	\$16.58	Does not exceed 29 hours per week or 1,508hrs/year

The chart in this slide shows the current D/KC MPO full time and part time positions on the far left (column A) and the currently approved and “fixed” hourly rate and annual salary in columns B and C. I am proposing a **specified salary range** for each specific job classification as seen in column D which will provide some incentive for good performance as determined through the annual evaluation process which was described on slides 3 and 4.

If we assume all D/KC MPO positions filled and use column C, our **total annual MPO salary** for staff would equal **\$300,303.34**. Assuming all seven (7) positions earned 15 to 20 points each on their annual evaluations, there would be a **3% increase** or **\$9,009.10** to next years (FY20) annual MPO salary budget.

**Note:** The proposed concept includes the provision that once a position reaches the maximum salary range, there can be **no additional salary increase** without MPO Council approval. This is shown in **column E** in terms of the maximum hourly rate for each MPO employee which can be attained through good job performance without MPO Council approval. Anything **above these hourly rates would have to be reviewed by the PAC, TAC, and approved by the Council**.

**Note:** Example of other organizations getting annual pay increases.

1. Social Security has a **2.8%** cost of living adjustment (COLA) for recipients in 2018.
2. In 2018, Governor Carney signed the budget bill which included public school teachers receiving a **2%** pay hike and other state employees will receive a **\$1,000 flat increase**.
3. January 25, 2019 Del State News front page: (Governor) Carney’s \$4.43B proposal features 3.8 percent increase, **\$1,000** raise for most state workers (teachers getting a **2%** pay raise).

## Motion

- Recommend the MPO Council approve establishing Job Specifications for each D/KC MPO staff positions and applicable salary range as described on slide #5 of this presentation.
- Recommend the MPO Council approve salary increases based on specified quantitative measures for good annual performance evaluations as described on slides #3 and #4.

In closing, I am attempting to provide some **financial incentive** for good job performance while at the same time, providing a **staff retention** tool through slight salary increases to existing staff who perform well. As such, there are **two motions for this action item:**

The first motion is to establish written job specifications and salary range for each MPO position

The second motion establishes staff salary increases to a specified quantitative measure of **16 to 20 points for a 3% raise; 11 to 15 points for a 1% raise; and no raise for anything less than 11** points for job performance as depicted in the employees annual performance evaluation.

Questions?

Thank you.