

ARTICLE 5.12: PAY FOR PERFORMANCE PROGRAM

SECTION 5.12.1: QUALITY FIRST PROGRAM.

- (a) Purpose. A “Quality First” performance based team incentive plan in addition to regular wages shall be instituted in County departments. The purpose of Quality First will be to ensure the achievement of quality service and customer satisfaction. The Quality First plan will provide performance pay in the form of an increase to an employee's hourly rate of pay for a temporary period in recognition of the added value in performance that a team or individual employees will bring to the job, as demonstrated during the Pay for Performance Evaluation Period. The establishment, disestablishment, and regulation of Quality First programs shall be at the discretion of the County.
- (b) Eligible Position. To receive the increased rate of performance pay during all or a portion of the temporary period that the increased pay is in effect, an employee must be:
- (1) In a position designated by the appointing authority as covered by a performance plan prepared for an individual or as part of a team established by the appointing authority for the purpose of the Quality First Program and the Enhanced 50/50 Program, and/or
 - (2) For employees in representation units AE, AM, AS, CC, CE, CEM, DA, DI, DM, DS, EM, CL, CM, CR, CS, FS, HS, MA, MM, PD, PM, PO, PR, PS, RN, SO, SS, SM, SW, UM and classes 0110, 0210, 0211, 0212, 0215, 0230, 0231, 0232, 0240, 0245, 0249, 0250, 0260, 0262, 0264, 0265, 0270, 0280, 0284, 0286, 0287, 0288, 0289, 0332, 0342, 0343, 0344, 0345, 0346, 0362, 0375, 0950, 2258 and 2259 eligibility criteria shall also include the following:
 - (a) The employee must have begun his/her employment with the county on or before December 31st of the Quality First Plan year; and
 - (b) The employee must not have received a sub-standard performance evaluation or equivalent rating; and
 - (c) The employee must not have received final disciplinary action, which includes any County appeal or County review procedures including the Civil Service Commission. Disciplinary actions are defined as those formal actions that are recognized by the Civil Service Rules, but shall not include written reprimands. For the following representation

units a final written reprimand is disqualifying and the employee will not be eligible: AM, AS, DA, PD and PM.

Eligible Classes: Employees in classes designated AE, AM, AS, CC, CE, CEM, CL, CM, CR, CS, DA, DI, DM, DS, EM, FS, HS, MA, MM, PD, PM, PO, PR, PS, RN, SM, SO, SS, SW, UM and classes 0110, 0210, 0211, 0212, 0215, 0230, 0231, 0232, 0240, 0245, 0249, 0250, 0260, 0262, 0264, 0265, 0270, 0280, 0284, 0286, 0287, 0288, 0289, 0332, 0330, 0337, 0342, 0343, 0344, 0345, 0346, 0362, 0375, and 2259. (Hereinafter, this position shall be referred to as an “eligible position.”)

(4) Notwithstanding any other provisions of this section, eligible position shall not include an employee, who is:

(a) Retired under the rules and regulations of the San Diego County Employees Retirement Association; and/or,

(b) In one of the following temporary appointments:

1.	Provisional without benefits;
2.	Certified Temporary without benefits;
3.	Intermittent Worker;
4.	Park Attendant (Seasonal);
5.	Per Diem (Hourly) Worker;
6.	Retire Rehire;
7.	Student Worker;
8.	Temporary Expert Professional.

(c) Eligibility for Payment.

(1) To implement payment in a department/agency/group, the appointing authority shall provide verification satisfactory to the Chief Administrative Officer, that the annual goals and savings were achieved under the department's Quality First Program(s), and that sufficient savings were realized under the Enhanced 50/50 Program.

(2) If the CAO approves the appointing authority's recommended increased rate of pay under either or both Programs, an employee in an eligible position will be paid the increased rate of pay for the actual time he/she is in the eligible position on paid status during the temporary period of increased pay. Under this condition, an employee will no longer be eligible to receive the increased hourly wage rate if the employee leaves the eligible position prior to or during the payment of the increased hourly rate, regardless of

whether the employee was in the eligible position during all or a portion of the Evaluation Period.

(d) Duration of Temporary Increased Pay.

- (1) The temporary period during which the increased rate of pay is in effect shall be for 6, 13 or 26 pay periods in accordance with the provisions of subdivision (f) (Level of Increased Rate of Pay).
- (2) Each temporary period during which the increased pay rate is in effect shall be implemented as soon as practicable following the Pay for Performance Evaluation Period, as defined in subdivision (e) (Pay for Performance Evaluation Period).

(e) Pay for Performance Evaluation Period.

- (1) There shall be a Pay for Performance Evaluation Period during which a team's/individual's performance and achievement of pre-set goals, as set forth in a performance plan, are measured according to the Quality First Plan criteria established by the appointing authority. The Pay for Performance Evaluation Period shall be 12 months during each fiscal year, in accordance with the provisions of subdivision (f) (Level of Increased Rate of Pay).
- (2) The purpose of the Pay for Performance Evaluation period is to permit completion of team/individual goals during this Evaluation Period and the appointing authority to evaluate team/individual performance. Employees in eligible positions during all or a portion of the Payout Period during which the temporary increase in pay is in effect, will be eligible for performance pay because of the added value such teams/individuals continue to bring to the performance of their duties on an ongoing basis. Employees who transfer from one department to another before or during the Payout Period will receive the temporary increase in pay applicable to the department in which the employee is employed as of the payday date the payment is made.

- (f) Level of Increased Rate of Pay. The level of the increased rate for the Quality First Program shall be an annual percentage wage rate increase of two percent (2.0%) for employees in units designated AE, AM, AS, CL, CC, CE, CEM, CR, CM, CS, DA, DI, DM, DS, EM, FS, HS, MA, MM, PO, PD, PM, PR, PS, RN, SM, SO, SS, SW, UM and classes 0110, 0210, 0211, 0212, 0215, 0230, 0231, 0232, 0240, 0245, 0249, 0250, 0260, 0262, 0264, 0265, 0270, 0280, 0284, 0286, 0287, 0288, 0289, 0332, 0330, 0337, 0342, 0343, 0344, 0345, 0346, 0362, 0375 and 2259 in accordance with the following provisions:

(1) The following requirements apply to the annual two-percent (2.0%) pay increase, and, if applicable, an additional percentage above 2.0% paid as a result of the Enhanced 50/50 Program as described in subdivision (f)(3) (Enhanced 50/50 Program below).

(2) Implementation of a Maximum 2.0% Annual Increase:

For the Performance Evaluation Period, the maximum 2.0% (and, if approved, an additional percentage above 2.0% as a result of the Enhanced 50/50 Program), annual pay increase may be implemented as follows and payable during six (6) consecutive pay periods.

2% Annual Program Based Upon An Evaluation Period Of Twelve (12) Months	
EXAMPLES	
Duration of Pay Increase	Percentage of Pay Increase
3 months (6 pay periods)	1% annual = 4.3% temporary 2% annual = 8.6% temporary

(3) Enhanced 50/50 Program.

(a) Employees in eligible positions covered by the Enhanced 50/50 Program may earn a rate increase in addition to the rate increases described in subdivision (f)(2) above.

(b) The Enhanced 50/50 Program rate increase shall be based on the amount of Quality First savings in excess of 2.0% of the budgeted items designated in the appointing authority's Quality First plans. [The 2.0% threshold is based upon whether the employees are eligible for the 2.0% rate increases under the Quality First Program.]

(c) The percentage of the Enhanced 50/50 Program pay rate increase shall be equal to 50% of the saving percentage in excess of the 2.0% savings, not to exceed a percentage rate increase of 2.0%. [For example: For the 2.0% threshold, if the department's Quality First savings is equal to 5%, its percentage of excess savings above the 2.0% would be 3.0%. Fifty percent (50%) of 3.0% equals 1.5%. Therefore, eligible employees would be entitled to receive an annualized rate increase of 1.5% under the Enhanced 50/50 Program. This will result in a total increase of 3.5% based

upon the 2.0% Quality First rate increase plus the 1.5% Enhanced 50/50 Program rate increase.

- (d) The Enhanced 50/50 Program rate increase only may be implemented once a year following the close of the fiscal year since the savings' percentages indicated above must be based upon the department's end of the fiscal year expenditures.
- (4) The following chart sets forth the required level of annual savings and the level of the pay rate increases based upon the amount of the savings:

AGGREGATE AMOUNT SAVED			ANNUAL INCREASED % RATES		
2.0% Annual Program Based Upon an Evaluation Period of Twelve (12) Months					
Quality First Savings	Enhanced 50/50 Savings	Total Savings	Quality First Rate Increase	Enhanced 50/50 Rate Increase	Total Annual Rate Increase
2.0%	1.0%	3.0%	2.0%	0.5%	2.5%
2.0%	2.0%	4.0%	2.0%	1.0%	3.0%
2.0%	3.0%	5.0%	2.0%	1.5%	3.5%
2.0%	4.0% Max	6.0% Max	2.0%	2.0% Max	4.0% Max

- (5) For eligible employees in the same representation unit, the appointing authority shall implement the same percentage increase for all employees on the same team.
- (g) Pay for Performance Evaluation Criteria and Team Goals.
- (1) The appointing authority shall establish performance-based criteria for the team/individuals designated by the appointing authority as eligible for consideration to receive performance pay.
 - (2) The performance-based criteria shall be used to measure team/individual performance and to measure the completion/achievement of team/individual goals.
 - (3) The team/individuals and the appointing authority shall establish, through a performance plan, the team/individual goals, subject to the approval of the appointing authority.

- (4) The criteria and goals shall be finalized within 3 months of the beginning of the 12 month Evaluation Period. The Chief Administrative Officer, for good cause, may extend these time periods upon request of an appointing authority.
- (5) The performance-based criteria and the team/individual goals shall constitute the Pay for Performance Plan applicable to the designated team or individual. All Pay for Performance Plans are subject to the approval of the Chief Administrative Officer prior to implementation.

(h) Designation of the Team and Individuals.

- (1) The appointing authority shall designate a team or individual employee as eligible for consideration for performance pay.
- (2) The appointing authority has full discretion to determine the makeup and size of each team, except as modified by the express terms of a Memorandum of Agreement (MOA) with an employee organization. Except as modified by an MOA, nothing in these provisions should be construed to preclude the appointing authority from designating a team of any size, so long as the team consists of at least 2 employees. Notwithstanding the foregoing, appointing authorities may establish Pay for Performance plans for individual employees in classifications designated CE, CEM, EM, MA, UM and class 0375.
- (3) The appointing authority shall within 3 months of the commencement of the twelve (12) month Pay for Performance Evaluation Period:
 - (a) Designate the team, or individual, employees who will be eligible for consideration for performance pay.
 - (b) Notify affected employees.

(Added 02/02/99, Ord. No. 8997)
(Amended 07/13/99, Ord. No. 9061)
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(Amended 12/15/00, Ord. No. 9286)
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(Amended 09/18/01, Ord. No. 9383)
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(Amended 04/02/04, Ord. No. 9630)
(Amended 06/23/06, Ord. No. 9783; 9786)
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