

Approved Date: April 24, 2009

By: Wayne Ringer
Office of the City Attorney



**City of
Norfolk**

Prescribed Date: 5/18/09

By: Jessica H. Williams
City Manager/Director of Public Safety

Departmental General Order ADM-392
Norfolk Police Department

Subject: Salary and Payroll

Office of Preparation: Strategic Management Division

Supersedes:

1. G.O. 96-018, dated November 19, 1996
2. S.O. 96-016, dated August 27, 1996
3. Memo 91-054, dated February 19, 1991
4. Memo 91-290, dated September 16, 1991
5. Memo 91-303, dated September 30, 1991
6. Memo 94-013, dated January 18, 1994
7. Memo 95-003, dated January 5, 1995
8. Any previously issued directive conflicting with this order

Related Documents:

1. G.O. ADM-390: Additional Time
2. City of Norfolk Compensation Plan
3. Employee's Policies and Procedures Manual

Order Contents:

- I. Controlling Authority
- II. Payroll Check Distribution
- III. Annual Increments
- IV. Educational Supplement Pay Application Procedures
- V. Temporary Acting Capacity Pay Application Procedures
- VI. Monetary Exemplary Performance Award

Attachment:

- A: Check Receipt Sheet, PD Form 3
- B: Exemplary Performance Award Program Guidelines

A handwritten signature in black ink, appearing to read "B. Marquis".

Bruce P. Marquis
Chief of Police

BPM/sm

Purpose

The purpose of this order is to outline Departmental procedures which are applicable to the City's policies on salary and payroll-related matters.

I. Controlling Authority

The City's Compensation Plan controls the compensation of employees of the City. In the event of any actual or apparent conflict between the City's Compensation Plan and any language in this Order, the City's Compensation Plan shall control.

II. Payroll Check Distribution

In order to facilitate the timely and efficient distribution of employee paychecks, the following procedures will be adhered to:

- A. Checks will be distributed according to assignment of personnel recorded on the Personnel Information Management System (PIMS) and the Check Receipt Sheet, PD Form 3, attached, submitted by each command.
- B. Commands with personnel detailed or temporarily assigned to another unit or division will notify the Personnel Liaison Division (PLD) of this assignment on the PD Form 3 by highlighting the individual's name and temporary duty assignment so that person's paycheck or direct deposit slip may be sent to the proper location.
- C. Commands will indicate on the PD Form 3 those persons utilizing direct deposit by entering "DD" in the column marked Check Number.
- D. All PD Forms 3 must be delivered to the PLD no later than 1700 hours two working days prior to pay day.
- E. When a change in assignment/detail occurs after submission of the PD Form 3 for the pay period, the command **receiving** the employee will notify the PLD by telephone of the change in assignment/detail.

III. Annual Increments

- A. Annual increments are based upon satisfactory work performance. See Regulations for the Administration of the City's current Compensation Plan.
- B. When the Department receives notification from the Department of Human Resources that an employee is eligible for the increment, the following steps will be taken:

1. The PLD will provide notification to the employee's command via E-mail.
2. The command will make a printout of the E-mail transmission, and the commanding officer/officer-in-charge (OIC) will note on the printout either approval or denial of the increment, initial same, and forward the printout to the PLD.
 - a. If denial of the increment is recommended, the commanding officer/OIC will prepare a written report documenting in detail the reasons for the denial.
 - b. This report will then be forwarded to the appropriate bureau chief for review.
 - c. A copy of the report will be given to the employee.

IV. Educational Supplement Pay Application Procedures

- A. The City's Compensation Plan provides as follows:

Police Officers holding the rank of Police Captain or a lower rank who have been awarded an Associate's or Bachelor's Degree from an accredited college or university in any program certified by the Chief of Police as relevant to the performance of the employee's position, and Fire Officers holding the rank of Fire Marshal or Assistant Fire Chief or a lower rank who have been awarded an Associate's or Bachelor's Degree in any program certified by the Director of Fire and Paramedical Services as relevant to the performance of the employee's position, shall receive a salary supplement of \$42.00 per month. No such Officer shall receive more than one supplement, regardless of the number or level of academic degrees he or she acquires, and this supplement shall not be payable to any Officer promoted to a higher rank than Police Major, Fire Marshal or Assistant Fire Chief.

- B. In order to receive educational supplement pay, the employee will submit to the Chief of Police, via the chain of command, a written request for the supplement, along with a copy of the diploma, a letter from the institution awarding the degree specifying the type of degree, and a certified copy of the employee's transcript which bears the registrar's seal and lists all the courses taken. The Chief of Police reserves the right to require the submission of additional information necessary to determine the relevancy of the degree program to the employee's position.

V. Temporary Acting Capacity Pay Application Procedures

- A. The duties of positions which will be vacant for an extended period, or of positions where the incumbent is on extended leave may be performed by a person assigned in a temporary acting capacity. See Rules of the Civil Service Commission and Regulations for the Administration of the City's current Compensation Plan.
- B. Only positions which carry significant supervisory responsibilities which must be continued during the vacancy or those which are **critical**, non-supervisory positions will be considered for temporary acting capacity.
- C. Each temporary acting service assignment must be approved in advance by the City Manager.
- D. The Chief of Police, upon concurrence of the need for a temporary acting capacity assignment, will request approval from the City Manager.
 - 1. Such requests will contain a justification of the need for a temporary acting capacity assignment, and a review of the person recommended to be assigned.
 - 2. Only permanent employees may be considered for assignment.
 - 3. Retroactive requests will not be considered.
- E. An employee assigned to serve in a temporary acting capacity may be required to learn the duties of a position by observing an incumbent's activities prior to the position becoming vacant. There will be no change of status or pay rate adjustment, however, until the temporary acting service assignment is made formally, after approval by the City Manager.
- F. The compensation of employees who are approved for assignment in temporary acting capacities will be governed by the rules and regulations set forth in the City's Compensation Plan.

VI. Monetary Exemplary Performance Award

- A. The City's Compensation Plan provides as follows:

When recommended by a Department Head, and when it is demonstrated in writing to the satisfaction of the City Manager that an employee has rendered exceptionally meritorious service, the City Manager may authorize a monetary exemplary performance award for such employee, not exceeding five percent of current salary, in addition to any other salary increase which the employee receives during the course of a fiscal year;

provided, however, that not more than one such award may be authorized during one fiscal year. In no case shall the exemplary performance award be included in an employee's base wages or in an individual's retirement calculation. No such award may be authorized unless funds for that purpose are available in the personal services account of the department of the affected employee.

- B. The following procedures will be utilized when nominating an employee:
1. The supervisor or manager making the nomination will prepare a letter which explains the nominee's exceptionally meritorious service.
 2. The letter will be sent, via the chain of command, to the Chief of Police.
 3. A copy of the employee's Performance Management System final annual review will be attached to the letter.
 4. In order to be considered, the employee's commanding officer and bureau chief must provide strong endorsements of the recommendation.
 5. Each nomination will be considered by the Police Department's Monetary Exemplary Performance Award Evaluation Committee.
 - a. This committee is comprised of the three bureau chiefs, with the Commanding Officer of the Personnel Liaison Division providing support.
 - b. The committee will review nominations on a monthly basis.
 6. Upon a favorable recommendation of the committee, the Chief of Police, if he or she concurs, will present each nomination to the Public Safety Cluster (a group made up of numerous City department heads chaired by the Assistant City Manager in charge of Public Safety and Support Services) for review.
 7. Should the Public Safety Cluster approve, the Chief of Police will recommend the amount of the award and request approval from the City Manager.
 8. The City Manager must approve the monetary award.

NORFOLK POLICE DEPARTMENT (NPD)
EXEMPLARY PERFORMANCE AWARD PROGRAM (EPAP)
GUIDELINES

Intent and Purpose of the EPAP

The EPAP is intended to focus on the exemplary performance of NPD employees. Its purpose is to recognize and reward NPD employee performance that is over and above the routine performance of normal duties and that significantly improves the efficiency of our organization and /or enhances the effectiveness of our operations.

Eligibility Criteria

A. An employee must have completed at least one annual Performance Management System (PMS) evaluation period in the same job classification and received an excellent rating on his/her most recent final Performance Review.

B. Performance must be consistent and must be well above/beyond what is expected in the following three areas:

-Technical Job Knowledge and Productivity: This is what an employee does and is typically evaluated in the performance review. It includes things like knowledge of the job, productivity, project management, and overall performance of the tasks of the job as identified in the job description.

-Behavioral Competencies: This is “how” an employee does his/her job. The employee must have consistently demonstrated the values of teamwork, leadership, service, professionalism, loyalty, effective communication, trust, and growth. For supervisors and managers, management style must support employee involvement, effective group processes, and treating employees with respect.

-Commitment to Improvement: This is the way in which the employee continually looks for ways to serve the public better, to identify and solve problems, and to improve processes under his/her control.

Application of Eligibility Criteria

In applying the eligibility criteria to determine whether an award is warranted under the EPAP, the following parameters must be considered and articulated with respect to the performance being assessed and the results in one or more areas must be measurably and/or tangibly demonstrated:

- Were operating costs reduced?
- Did the efficiency of the function increase?
- Was the effectiveness of the operation enhanced?
- Was a new program or initiative generated that has been implemented?
- Was service delivery positively impacted?
- Was the performance over and above the routine performance of normal duties?
- Does the employee consistently demonstrate the values of teamwork, leadership, service, professionalism, loyalty, effective communication, trust and growth?
- Does the management style of the supervisor or manager who is recommended for an award support employee involvement, effective group processes and respect for employees?

EPAP Recommendation and Award Procedures

A. The EPAP’s Performance Award Committee (PAC) consisting of all the NPD’s Assistant Chiefs and chaired and convened by the Administrative Services Assistant Chief, will receive and review all submissions for awards under this program. Members of the Planning and Research Division (PAR) who presently have responsibility for determining the NPD’s performance measurement regarding the ICMA performance standards will staff this committee. PAR’s staff assistance will include advising the PAC if the applications meet the eligibility criteria.

-Each PAC member will be responsible for monitoring his bureau’s share of the total NPD exemplary performance award allocation based upon the percentage his bureau’s personal services account represents of the

Attachment B

NPD's total personal services appropriation. To assist in this effort, PARD will provide expenditure statements monthly by bureau.

-The PAC will establish and implement an equitable process and timetable to address:

- receiving and reviewing award submissions.
- forwarding award recommendations to the Chief of Police.
- notifying award candidates and the submitting PLG member of the final decision.
- initiating payroll action as needed.
- developing a method for tracking and quarterly reporting on the activity.

B. PLG members with command responsibilities will serve as the conduit for award recommendations to the PAC. They will be responsible for:

- Handling EPAP award recommendations for their personnel.
- Determining, prior to submitting award recommendations to the PAC, that the eligibility criteria were met.
- Determining, prior to forwarding eligible recommendations, that there is sufficient data provided for the PAC to apply the eligibility criteria in a meaningful manner.

General Program Information and Time Tables

- This program is open to all employees.
- Teams may be provided bonuses as long as each employee on the team individually meets the criteria and also contributes to the team's goals.
- Award amounts may be up to 5% of an employee's salary and will be determined as a percentage based on the value of the contributions recognized in the award.
- Employees may receive no more than one award per year either individually or as a part of a team.
- Subsequent awards must be earned by performance in subsequent years.
- EPAP awards are not included in base wages or retirement calculations.
- Individual EPAP award recommendations must be made within two months following the employee's most recent final evaluation.
- Team EPAP award recommendations must be made within two months of the most recently completed final evaluation once all members of the team have been evaluated for that period.
- Initially, the amount available annually for NPD exemplary performance awards will be 0.25% of the NPD's personal services appropriation.