

Compensation Policy Committee
March 21, 2022, 3:30 – 4:30 p.m.
Approved Meeting Minutes

Members in attendance: Councilmember Susan Gutowsky; Councilmember Shirley Peel; Councilmember Julie Pignataro

Staff in attendance: Kelly DiMartino, Interim City Manager; Teresa Roche, Chief Human Resources Officer; Carrie Daggett, City Attorney; Kelley Vodden, Director of Compensation, Benefits and Wellbeing; Melanie Clark, Executive Administrative Assistant

Public in attendance: Bob Smith

A meeting of the Compensation Policy Committee (Committee) was held on March 21, 2022, virtually through a Zoom webinar and in person at City Hall; 300 Laporte Ave, CIC Room

Agenda

- **Call Meeting to Order**
- **Approve Minutes from February 22, 2022**
- **Discussion Items:**
 - **Performance Management and Total Compensation Process and Timeline for Council's Three Appointed Employees**
- **Adjournment**

Next Meeting: April 18, 2022

The meeting began at 3.35 p.m.

Councilmember Gutowsky moved to approve the minutes from February 22, 2022. Councilmember Pignataro second the motion.

Teresa Roche went over the meeting's outcomes as discussed at the previous Compensation Committee meeting. They were to review, discuss, and recommend performance management and total compensation strategy and/or policy for Council direct reports. She also wanted to confirm the April 18 and May 16 agenda topics.

Teresa shared background information on the previous Ad Hoc Committee whose goal was to attract, retain, engage, develop and reward diverse and highly qualified employees to those positions that report directly to the City Council. She shared their philosophy about how they wanted to compensate

their employees was that they were committed to compensating in a market-based competitive, and understandable manner within a sustainable financial model.

Based on previous conversations Teresa separated conversations about performance management from total compensation.

Teresa asked Committee members their philosophy on this key leadership action of managing their employees.

Councilmember Shirley Peel shared her concerns about evaluating people right after becoming a Councilmember and not yet knowing what they do. She would like to make sure future Councilmembers are better onboarded and would prefer mid-year reviews as opposed to doing it annually. She would like to see Councilmembers be provided an organizational chart and a monthly update of what staff has accomplished. Having very clear processes and more information would be best.

Councilmember Susan Gutowsky would like to first have a dialogue about goals and Council's expectations and then a follow-up conversation afterwards. She would like more dialogue vs. box checking. She would like to see a quarterly report of accomplishments. She doesn't feel like there is enough onboarding that takes place for new Councilmembers and would like to see improvement.

Councilmember Julie Pignataro agreed. She felt very ill prepared for the mid-year evaluations and like she was being managed vs. she was managing the process. She considered Council as a 2-year unit and wondered if there is room in the process to point out how the previous Council did things and to see how the current Council would like to do things. She thought job descriptions would be helpful.

Councilmember Peel would like to see a position description at the beginning of their term and before being required to do a review.

Councilmember Pignataro asked if the City had a system for employees to enter goals. Teresa explained there is a quarterly performance evaluation of City Staff where they can enter goals. Councilmember Peel questioned whether applying this system to the three appointed employees to Council would help.

Councilmember Peel would like to start with Council having a full understanding of what their employees are supposed to be doing. The quarterly performance evaluations also sound appealing to her.

Teresa shared that they might have considered having alignment on what to expect, a way to provide feedback, etc. She explained that it is a philosophy on how they want themselves and their employees to feel and not so much the how. She asked when their employees leave a conversation with them about their performance how are they hoping their employees feel.

Councilmember Peel felt that if Council doesn't have anything to look at then it becomes subjective and becomes a personal opinion of what they believe they should be doing.

Teresa reiterated that in the onboarding the Committee wants to make sure there is time spent and materials developed so they know what they should be asking of their employees and know what they are expected to do.

Teresa stated there is a job description for the City Manager position.

Teresa asked what the Committee thinks their direct reports need. A couple of examples provided were Council alignment on expected annual results and regular, timely feedback such that the annual evaluation and dialogue is reflective of ongoing conversations.

Councilmember Gutowsky likes the idea of Council alignment. She shared that she wants to make sure the information is measurable and there is consistency.

Councilmember Peel would like to see alignment to know what is expected of them annually. She doesn't like they come in twice a year and blindsides the employees. She likes the idea of regular feedback.

Councilmember Pignataro doesn't want quarterly check-ins to become a formal process. She believes it is the mayor's responsibility to keep Council in check and to facilitate so that they really are just check-ins. She would like for their direct reports to know what Council expects from them.

Councilmember Pignataro shared concerns that when a new Council comes on board their direct reports are still working on priorities from the previous Council for six months to a year or more.

Kelly DiMartino suggested that different processes could be put in place depending on where in the cycle Council is and looking at it in 2-year blocks, not in annual blocks.

Councilmember Pignataro wondered why the annual evaluations of the direct reports are not on the same cadence as when a new Council starts. Teresa shared that she suspects this is because the City used to have an annual review that was usually done before merit increase planning.

Teresa shared that the Ad Hoc did look at the 2-year block and thought that a gap was the thought that the mid-year of the first year of a new Council could be a results alignment, but she is hearing that is even hard to do. She suggested they change the term mid-year evaluations to something else.

Teresa and Kelly provided an overview of the quarterly review process used for City staff.

Teresa further shared that there is no reason they couldn't decide a different date in which to look at the increases or any other benefits for their employees.

Teresa asked the Committee if they want to consider adding a light touch check-in to the timeline. Committee members liked this idea.

Teresa asked the Committee if they want to consider other inputs to determine the overall performance. Councilmember Pignataro thought this could be a possibility. She was concerned that if they were not handled properly, it may not go well. She would like to see other options for inputs.

Councilmember Peel wondered if there could be 2x2s leading up to the quarterly check-ins. Teresa shared that a lot of the Executive Lead Team often use 1x1s to provide feedback.

Councilmember Pignataro believes the quarterly check-ins should be light touch and informal in an executive session. She thought it might be useful to provide a training for Council on how to provide constructive criticism and how to conduct a review.

Councilmember Gutowsky shared that she has learned a lot from other Councilmembers and wouldn't find it as valuable to have 2x2s.

Teresa asked if the Committee is okay with looking at a quarterly check-in in April, look at the June mid-year and at least for this year stick with November. The Committee agreed. Councilmember Pignataro is okay with it but wants to make sure they continue to look at making some changes.

Kelly DiMartino shared that Mayor will be checking in with all Councilmembers about how to use the June mid-term check-in conversation, but also an overarching theme around calibrating expectations and some time for committee check-in. She suggested that this may be a good item for them to include in the conversation to vet what a change might look like.

Councilmember Pignataro suggested they stay the course and table the conversation but continue to have it throughout the year.

Teresa asked the Committee how to make this process more sustainable. Councilmember Pignataro suggested having a playbook that becomes a standard and asking if there is anything that needs to be tweaked.

Teresa shared that April's topic is Brian Wilkerson coming to give an updated market analysis on Council pay and benefits topic. She shared that May will be to bring the cost-of-living analysis that is coming out in April and to talk about the benefit assumptions and other compensation issues.

Teresa shared that Council Finance Committee will be talking about the benefits and pay assumptions on April 5th. She asked if this committee would want to talk about it in May instead.

Councilmember Pignataro wondered if the cost-of-living analysis would be done earlier. Teresa stated that it would not. Teresa suggested they could allow Council Finance Committee to hear it. The Committee agreed this would be best.

The meeting adjourned at 4:43 p.m.

MINUTES APPROVED BY THE COMMITTEE AT THE APRIL 18, 2022 MEETING.