



03-03 Performance & Safety Incentive Pay Policy	
Effective Date	5/25/2022
Previous Revisions:	2014, 2015, 2016, 2017, 2018, 2021
Process Owner	Executive Team

Policy Approved:



 David Newman, Director, Solid Waste Management

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 Date

I. Purpose

This document describes how the Solid Waste Management Department (SWMD) implements performance incentive pay (PIP) and safety incentive pay (SIP).

This 2022 revision makes changes in III-D, III-E, and VIII-A. All other provisions remain the same. This document does not impact the guidelines for the annual safety bonus.

II. Definitions

- **Performance Incentive Pay (PIP)** - PIP is intended to cover employees who drive or supervise drivers of commercial vehicles, or are involved in the maintenance and upkeep of commercial vehicles. Employees must meet performance standards as outlined in Section IX. PIP is typically paid as an additional 5% to the base pay for each workday eligible employees meet the performance standards.
- **Safety Incentive Pay (SIP)** - SIP is intended to reward employees in high-risk positions. SIP is typically paid as an additional 5% to the base pay for the period (all or nothing) that an eligible employee meets the safety standards.
- **Performance Standard** - A work standard that the eligible employee must achieve to receive PIP for the day as outlined in Section IX.
- **Accident** – Defined in detail in the SWMD “Accident and Incident Policy” dated 8/21/2017 (or as later amended), but generally refers to events that occur when a vehicle is operating and in use driving.
- **Incident** – Defined in the SWMD “Accident and Incident Policy” dated 8/21/2017 (or as later amended) but generally refers to events that occur when a vehicle is not being driven, or the vehicle is on private property. Use of the term Incident is not a determination of severity.

III. Eligibility

- A. Eligible positions are listed in the Section IV and Section V tables.
- B. Only employees whose permanent job classification are listed in the table are eligible. An employee serving an interim role is not eligible.

- C. An employee must be working their regular schedule and not on overtime.
- D. Employees who transfer to SWMD from another Department must work for SWMD for a minimum of one month prior to being eligible for either incentive pay.
- E. A new hire will become eligible for incentive pay in the first pay cycle after completing their first 30 days of employment. However, an employee who completed the SWMD apprenticeship program immediately before being hired as a full-time employee will be eligible the first day they are a permanent employee.
- F. An employee must be on full and unrestricted duty in order to qualify (cannot be on an alternate work assignment or restricted duty).
- G. An employee on paid Administrative Leave will not receive PIP or SIP, but it may potentially be paid at the conclusion of the leave at the Director's discretion on a case by case basis .
- H. An employee must clock in and out according to SWMD policy. Being tardy or clocking out late without prior approval will disqualify an employee from receiving incentive pay.
- I. PIP and SIP will not be awarded during any pay cycle that an employee is carrying a balance of 16 points or more under Administrative Directive 4.2.

IV. Eligible Positions - Solid Waste Fund

Performance Incentive Pay (PIP)	Safety Incentive Pay (SIP)
<ul style="list-style-type: none"> • Solid Waste Equipment Operator • Solid Waste Sr Equipment Operator • Side Loader Equipment Operator • Brush Collection Crew Leader • SW Collection Route Supervisor • Solid Waste Collection Truck Driver • Automated Collections Services Trainer 	<ul style="list-style-type: none"> • Solid Waste Equipment Operator • Solid Waste Sr Equipment Operator • Side Loader Equipment Operator • Brush Collection Crew Leader • SW Collection Route Supervisor • Solid Waste Collection Truck Driver • Automated Collection Services Trainer • Landfill Technician • Household Hazardous Waste Technician • Maintenance Crew Leader • Maintenance Crew Leader II • Maintenance Worker • Solid Waste Collection Worker • Solid Waste Route Inspector • Truck Driver

V. Eligible Positions – Fleet Fund

Performance Incentive Pay (PIP)	Safety Incentive Pay (SIP)
<ul style="list-style-type: none"> • HE Mechanic I • HE Mechanic II • HE Mechanic III • HE Stock Clerk • HE Maintenance Worker • HE Service Advisor • HE Superintendent • Fleet Maintenance Technician I 	<ul style="list-style-type: none"> • HE Mechanic I • HE Mechanic II • HE Mechanic III • HE Stock Clerk • HE Maintenance Worker • HE Service Advisor • HE Superintendent • HE Service Manager • Fleet Acquisition Manager • Fleet Maintenance Technician I

VI. Additional PIP Disqualifiers

- A. PIP will not be awarded during any individual day that an employee does not meet the performance standard described in Section IX.
- B. PIP will not be awarded if an employee does not work their full normal schedule for any reason. Both authorized and unauthorized leave will disqualify an employee.
- C. If an employee receives a written reprimand, there will be no PIP awarded for the day the reprimand is issued. If an employee receives a suspension, there will be no PIP on the day(s) the suspension is being served. The supervisor is responsible for listing the disciplinary action as the disqualifier on the PIP sheet.

VII. Additional SIP Disqualifiers

- A. A preventable Accident will disqualify an employee from receiving SIP for the following time periods:
 - 1) First Accident – 3 month loss of SIP
 - 2) Second Accident – 6 month loss of SIP
 - 3) Third Accident – 1 year loss of SIP provided that the employee was not terminated for excessive accidents
- B. A preventable Incident will generally result in the loss of SIP for 1 month. However, at the Director's discretion, SIP may be removed for a longer period if the Incident caused significant damage to property, was the result of risky behavior, and/or if there are multiple incidents within the evaluation period.
- C. In cases of an employee having multiple Accidents or Incidents, loss of SIP will be consecutive. For example, if an employee gets into their first accident in January and a second accident in February, they will lose SIP for a total of 9 months.

- D. Accidents and Incidents will be counted in a rolling 12-month period. The date the event occurred is what will be used for rolling period purposes, and not the date of any discipline.

VIII. Reporting and Tracking

Below is a summary of the general process that employees should be familiar with.

- A. Supervisors: Completes the PIP Sheet (Appendix A) on a weekly basis and submits to their corresponding Time and Attendance Specialist by the following Monday morning. Supervisors who fail to submit the PIP Sheet by the deadline may have their own PIP removed.
- Performance Standard: Supervisor provides reports to the Time and Attendance Specialist (TA Specialist). TA Specialist records on shared PIP Sheet Workbook. Fiscal retrieves information from shared workbook.
 - Disciplinary Action: Supervisor informs TA Specialist (when applicable, confirms with HR). TA Specialist records on shared PIP Sheet Workbook. Fiscal retrieves information from shared workbook.
 - Early Clock-in/Late Clock-out: TA Specialist generates report, submits to supervisors to review. TA Specialist records on PIP Sheet Workbook. Fiscal retrieves information from shared workbook.
 - Place PIP Sheet information into the shared PIP Sheet Workbook stored in the Administrator Drive.
 - For each employee indicated on the supervisor-provided PIP Sheet, enter "1" for the employee on the day on which PIP was not earned.
 - Enter reason for not receiving PIP on "status" column. Do not leave blank.
- B. Fiscal: Sends e-mail to TA Specialists to ensure information on shared workbook is complete.
- C. HR: Develops report with employees on modified or restricted duty.
- D. TA Specialist: Develop report with employees on any type of leave. The supervisors need to indicate on the PIP sheet when employees are off.
- E. Fiscal: Retrieves information from the shared workbook and consolidates all components into one spreadsheet (performance standard, disciplinary action, early clock in/late clock out, modified/restricted duty, and leave attendance). Prepares spreadsheet and submits to Department HR.
- F. Department HR Specialist: Reviews spreadsheet and e-mails to the HR Business Partner in the downtown HR offices.
- G. HR Business Partner: Uploads spreadsheet into SAP and finalizes PIP payments to employees on employee check.
- H. End of process.

IX. Performance Standards

- A. Employees must meet work standards relevant to their assigned division in order to receive PIP. These standards are generally described below, but do not encompass the complete list of tasks that employees must complete.
- B. Employees must adhere to all the City's Core Values, Administrative Directives, and Departmental Policies in order to receive incentive pay.
- C. During inclement weather, equipment malfunctions, or other conditions outside of the employee's control that affect an employee's ability to meet the performance standards, Supervisors have the discretion to award PIP even if the standard is not met.

D. Brush Grinding Operations

- Take temperature reading.
- Perform necessary maintenance to reduce fire risk.
- Maintain the fire lane.
- Comply with Bexar county regulations.
- Grind incoming mulch and transport to final destination.
- Ensure the battery shut off switch is in the *off* position when finished with the vehicle at the end of the daily shift or when exchanging vehicle.

E. Curbside Brush and Bulky Collections

- Complete the expected portion of the collection zone within the scheduled time.
- Assist other centers as necessary.
- Clean inside the truck and behind the blade.
- Do maintenance as required such as greasing the truck and other areas.
- Ensure the batter shut off switch is in the off position when finished for the day.

F. Landfill Maintenance

- Keep positive drainage.
- Ensure there is no ponding or erosion.
- Maintain site security (fences and gates).
- Maintain site aesthetics/litter free.
- Maintain gas and leachate collection systems.
- Prevent migration of contaminants.

G. Bulky Waste Collection Center

- Maintain appropriate traffic queuing.
- Provide material/load inspection and CPS/ID verification.
- Direct customers to the appropriate unloading bay.
- Observe customer unloading process for compliance.
- Transport all material received to the appropriate disposal or recycle location.
- Maintain available cans at all times.
- Haul off full roll-off containers by close of business.

H. Household Hazardous Waste (HHW)

- Maintain appropriate traffic queuing.
- Provide material/load inspection and CPS/ID verification.
- Identify material and unload on to pushcart.
- Transfer material to contractor onsite for disposal or recycling.
- Ensure all customers remain in the vehicle and out of the “hot zone” area.
- Maintain site security.

I. Solid Waste Collection Route Supervisor

- Ensure assigned crews complete their routes on time.
- Conduct monthly safety tailgate meetings.
- Conduct monthly route observations.
- Ensure drivers clean the vehicles as required.
- Perform vehicle inspections a minimum of once per month.
- Follow-up on customer concerns in a timely and a professional manner.
- Ensure assigned employees have required resources to perform their job.
- Ensure load cards are completed accurately and tonnage inputted daily.
- Submit employee performance incentive documentation weekly.
- Ensure disciplinary action is issued when applicable.
- Complete and submit employee leave requests in a timely manner.

J. Solid Waste Collection Truck Driver and Side-loader Equipment Operator

- Complete route on time.
- Accurately complete and submit the daily pre and post-vehicle inspection report.
- Clean vehicles inside and behind the blade as required.
- Ensure the battery shut off switch is in the *off* position when finished with the vehicle at the end of the daily shift or when exchanging vehicle.
- Meet department standard for tons collected within set timeline without assistance.
- Accurately complete and submit the daily load card with all required information.

K. Automated Collections Services Trainer

- Lead New Employee Training when assigned
- Ensure proper documentation for new hires is completed
- Perform facility inspections to ensure safety
- Conduct route observations
- Lead intensive training to assist employees in obtaining their CDL

L. Fleet – Heavy Equipment Mechanic

- All - Assist the team with meeting the daily lineup requirements.
- All - Perform preventative maintenance on vehicles and equipment.
- All - Perform mechanic repairs accurately in a timely manner.
- All – Maintain tools and tool chest, per the Fleet tool list requirement.
- HEM 2 & 3- Perform higher level mechanic repairs as expected.
- HEM 2 & 3- Support the shop as a team lead when needed.

M. Fleet - Service Advisor:

- Perform 4 hours of mechanic repairs daily.
- Issue work orders according to priority.
- Contact vendors daily.
- Update workorders with accurate notes and promised dates.
- Send daily reports with accurate information in a uniform manner.
- Report issues or concerns to the shop management immediately.
- Support the shop by performing management duties in the absence of shop management.

N. Fleet Heavy Equipment Parts Clerk:

- Order parts as requested from mechanics and management.
- Follow up with parts orders daily and update the work order notes accordingly.
- Update the work order status according to the parts status.
- Check fluid levels daily and order fluids in advance allowing timely delivery.
- Maintain all needed parts and fluid stock up to required levels.
- Request invoices and process them in a timely manner.
- Check parts invoices for discrepancies.
- Request purchase orders and follow-up in a timely manner.

O. Fleet Heavy Equipment Maintenance Worker:

- Assist mechanics as needed.
- Assist the team with meeting daily lineup requirements.
- Perform minor repairs on vehicles and equipment including PM services.
- Maintain a clean shop environment including the surrounding perimeter.
- Pick-up parts in a timely manner.

P. Fleet Superintendent:

- Exhibit a strong effort to meet daily lineup requirements.
- Address Preventative Maintenance and past due PM's.
- Address issues and concerns in a timely manner.
- Review work orders for discrepancies and close them in a timely manner.
- Adjust the work schedule according to the workload.
- Request vendor support to assist with performing vehicle repairs when needed.
- Request temporary employees to fill vacant positions.
- Oversee and manage all assigned staff efficiently.

X. Reports

The following data sources will be used to determine if an eligible employee receives incentive pay:

- A. Accident Status Report (safety section) - Lists employees who have received a preventable accident or incident.
- B. Employee Disability Report (HR) - List of employees on disability leave.
- C. New Hire, Terminations, Promotions, and Demotions Report (HR) - List of employees whose status has changed. HR generates report and submits to Fiscal.
- D. Points Attendance Report (Fiscal) - List of employees who did not meet the minimum work attendance requirement: having equal to or more than 16 points at the time of the incentive cycle conclusion. HR generates report and submits to Fiscal.

XI. Reporting and Tracking

- A. Fiscal: A week prior to the SIP period ending Fiscal will send out an e-mail to all individuals/sections generating or reviewing reports related to SIP to inform them of their upcoming due report.

Report	Preparer	Reviewer
Accident Status	Safety	SW Manager and ASW Manger
Traffic Violations, and Failure to Report	SW Manager and ASW Manger	Human Resources
Employee Disability	Human Resources	Human Resources
Covid Leave	Human Resources	Fiscal
New Hires, Termination, Promotions, Demotions	Human Resources	Human Resources
Points Attendance R	Fiscal	Fiscal

- B. Sections develop their corresponding report(s), submit to reviewers if applicable, and send final submittal to Fiscal.
- C. Fiscal: Consolidates all reports and develops final master report.
- D. Fiscal: Prepares final spreadsheet for submittal to the Department HR Specialist and submits to Department HR.
- E. Department HR Specialist: Reviews spreadsheet and e-mails to the HR Business Partner in the downtown HR offices.
- F. HR Business Partner: Uploads spreadsheet into SAP and finalizes PIP payments to employees on employee check.
- G. End of process.

