

Miami-Dade Water and Sewer Department



Employee Recognition Program for Efficiency Savings and Process Improvements

I. Purpose

This Efficiency Recognition Program represents a collaborative effort between the Director of the Miami-Dade Water and Sewer Department (MDWASD), and GSAF/OPEIU Local 100 and AFSCME Local 121 (MDWASD's unions) to recognize and reward successful efficiency initiatives and process improvements. This new program will provide recognition to efficiency participants of the POWER (Partnership Optimizing WASD's Employees Reengineering) Program.

II. Term

This program will conform to the guidelines provided in A.O. 7-30 and will be reviewed and updated at least once a year. When a renewal is requested from the Employee Relations Department, a list of employee winners, award amounts, and accomplishments achieved.

III. Scope

This Efficiency Recognition Program will recognize efficiency participants that make suggestions or participate in an efficiency idea or project, that improves the efficiency of the Department by providing cost saving or a process improvement. Efficiency savings that initiated and implemented by managers as part of their regular job duties are not included in this program. It is understood that a separate Memorandum of Understanding (MOU) will be developed for efficiency projects that provide for the potential of greater savings and bonus amounts up to \$5,000 per employee in accordance with Gainsharing Guidelines.

A. Efficiency Savings

Efficiency savings shall include a description of the project and documented support of savings on the attached Efficiency Project Form (Attachment A). The cost comparison shall include one of the following:

1. Cost comparison utilizing a vendor quote or agreement that includes the cost of outsourcing the function or comparable scope of work. This should include a bid document, work order, written contract or agreement with the same or similar scope of work.
2. Acceptable benchmark or recognized business standard of cost.
3. Documented cost of previous and new methodology.

B. Process Improvements

Process improvements include an approved Process Improvement Teams (PITs) that make recommendations to the POWER Efficiency Committee to improve a process. If the recommendations are approved and implemented,

the PIT members will be eligible for an award. The award type and amount will be recommended by the POWER Efficiency Committee and approved by the Director.

C. Approval Process

The efficiency projects will be initially submitted by project leaders to the POWER Efficiency Program for review. After review of project, documentation requirements, the project leaders will also submit the efficiency project and recommended listing of employees (Attachment B) to be recognized to the Division Chiefs for review and approval. The project description will include a list of the employees involved with the projects along with documentation of savings. The POWER Efficiency staff will review the project and documentation to determine appropriate savings based on the criteria noted.

The recommended projects will be forwarded to the POWER Efficiency Committee for review/approval. The POWER Committee will review the project submittals and listing of employees recommended approval and make a recommendation of the award amount. The individuals involved with submitting the idea and implementing the efficiency projects will be eligible for the award.

The POWER Efficiency Committee is composed of the MDWASD Director, Deputy Directors, Assistant Directors, POWER Efficiency Staff, President of AFSCME Local 121, and President of Government Supervisors Association of Florida OPEIU Local 100. The Director and union presidents are the only voting members of the Committee. If the voting members are unavailable for a meeting, a designee can be assigned to vote on issues. The POWER Efficiency Committee will be scheduled monthly. Two voting members or designees of the POWER Committee are required for a quorum and to conduct official business. The POWER Committee will make the final recommendation to the Director on projects approved and participants to be recognized. The Director will be the final authorized person to approve the award based on the POWER Committee recommendation, program guidelines, and applicable Administrative Order.

The award is not to be considered a cost of living adjustment or award for all employees in the Department. It is also agreed that this award should be provided in a reasonable timeframe after the savings is achieved. MDWASD will make every effort to meet the recommended timeline provided in order to provide employees with the monetary award before the end of December, following the closing of the fiscal year. Therefore, the following timeline is provided to ensure the award is issued in a reasonable timeframe.

D. Recommended Timeline

By August 31, all Divisions will submit the efficiency project form and applicable documentation to the POWER Efficiency Section.

By September 30, MDWASD POWER Efficiency Staff and POWER Efficiency Committee will review/approve project submittals for monetary award presentations. The POWER Efficiency Staff will send POWER Efficiency Committee the project summary sheet, cost comparison, and documentation for projects not requiring end of year documentation.

By October 31, MDWASD POWER Efficiency staff will provide POWER Committee with all projects, including project summary sheets, cost comparisons, and documented savings.

By November 15, MDWASD will send the Employee Relations Department the required paperwork to secure monetary award checks for all MDWASD efficiency program participants.

IV. Administration

A. Monetary Award

A maximum of 25% of the savings generated by efficiency projects approved as a part of this program will be available as monetary awards to eligible participants as described herein. Without exception, individual employees can receive no more than \$500 per efficiency project and a maximum of \$1,000 per year through this program. These limits are in accordance with A.O. 7-30. Efficiency projects with recurring savings will be eligible for an award each year if there are applicable savings and for no more than a two year period.

B. Employee Eligibility

It is understood that only those employees who have directly participated in making the suggestion or implementing the efficiency savings will be eligible to receive a monetary award. Managers are not eligible for a monetary award because it is their responsibility to identify, encourage, and support efficiency improvements as part of their regular job responsibilities. Managers include any professional, supervisory, and/or management position reporting to an assistant director, deputy director, or director. MDWASD employees below the level of Division Chief will be eligible for monetary awards as described in this program provided that cost savings are achieved and properly documented. MDWASD employees that are identified as a participant in the efficiency project will be eligible for the monetary award must also meet the criteria and guidelines specified. This shall include those employees who made the suggestion, participated in a Process Improvement Team, or provided support to implement the efficiency project. As previously stated, employees will be identified by the project leader, approved by the Division Chief and POWER Efficiency Committee to be considered for the award. Division Chiefs who were instrumental in

providing support for the efficiency initiatives will be eligible for administrative leave and non-cash recognition.

1. Employee Suggestion Program (ESP) ideas are eligible for award if other participants were instrumental in implementing the idea. The ideas will be reviewed by the POWER Efficiency Committee on a case by case basis. If the project is found to be eligible the award amount provided to the ESP suggester will be deducted from the amount to be distributed as explained in A.O. 7-8. In addition, the suggester will only be eligible for the ESP award as specified in those guidelines.

2. General Eligibility Rules for the employees identified as part of the efficiency project:

Award recipients should be County employees regardless of employment status (i.e. full-time, part-time, temporary, substitute, probationary, exempt, etc.)

Participants who separate from the County prior to the time monetary awards are presented are not eligible for an award. However, employees who retire from County service are eligible for a prorated monetary award.

Employees who are delinquent in court-ordered payments will have their awards garnished according to state law.

Employees will have had to work at least six pay periods in an efficiency project to be eligible for an award.

3. *Prorating Bonuses:*

A full-time County employee working throughout the entire fiscal year will receive a full share of their monetary award.

Employees who transfer to another County department during the fiscal year are eligible for a prorated monetary award for the time spent in the efficiency program.

Monetary awards presented to part-time County employees will be prorated to reflect the portion of a year worked in relation to a full-time employee.

Employees that transfer into or out of MDWASD during the fiscal year, or who are out of pay status, on family leave, leave without pay, or extended sick or injury leave, will have their monetary awards prorated to reflect the portion of the fiscal year worked.

4. *Impact of Job Evaluations, Counseling, Disciplinary Actions, and Other Actions:*

a. *Job Evaluations:*

An employee's most recent evaluation must be satisfactory or above to establish eligibility for a monetary award. Effort should be made by MDWASD to bring evaluations up to date.

If an employee's evaluation is below satisfactory and covers more than half of the time an employee works during the fiscal year, the employee will not be eligible for a monetary award.

If an employee's evaluation is below satisfactory and covers less than half of the time an employee works during the fiscal year, the employee's monetary award will be held until the succeeding evaluation, if that evaluation is satisfactory or above, the employee will receive the monetary award.

If an employee's evaluation is satisfactory or above, but covers less than half of the time an employee works during the fiscal year, the employee will receive a monetary award on the condition that the satisfactory evaluation is maintained.

Any employee who has received a written reprimand during the fiscal year will remain eligible for the award. However, the monetary award will be contingent upon the employee receiving a satisfactory or above evaluation for at least one-half of the fiscal year.

Employees appealing a job evaluation will have their monetary award set aside until the appeal is resolved.

b. *Counseling:*

Neither informal employee counseling nor formal records of counseling should have an effect on an employee's eligibility for a monetary award.

c. *Disciplinary Actions:*

Neither a written reprimand nor a suspension will impact an employee's eligibility for a monetary award.

Employees demoted for disciplinary reasons during the fiscal year will not be eligible for a monetary award.

Employees dismissed for disciplinary reasons will not be eligible for a monetary award, unless a hearing examiner or an arbitrator overturns the dismissal or reduces it to a suspension or other disciplinary action. However, the monetary award will be contingent upon the employee receiving a satisfactory or above evaluation for at least one-half of the fiscal year.

Employees appealing a DAR that contributed to an unsatisfactory evaluation will have their monetary award held until the appeals process is concluded. If the employee wins on appeal, the monetary award will be paid providing the employee receives a satisfactory or above evaluation for at least one-half of the fiscal year.

d. Other Actions:

Employees with demotions, that are voluntary or not due to disciplinary reasons are eligible for a full share of any monetary award due.

Employees under criminal indictment or investigation for a work-related offense will be eligible for awards only if the matter is resolved in the employee's favor. Any award due will be held until the outcome is determined.

Employees suspended for disciplinary or other reasons, including as a result of a grand jury indictment per Section 2-42 (22) of the Code of Miami-Dade County, will have their award held in abeyance until their case is settled. If the employee is ultimately suspended, demoted, or dismissed, the eligibility for a monetary award will be treated as discussed under "Disciplinary Actions" above. If the employee wins on appeal, the award will be paid, providing the employee receives a satisfactory or above evaluation for at least one-half of the fiscal year.

E. Labor-Management Cooperation

The POWER Efficiency Committee acknowledges that cooperative labor/management relations, as typified by the relationship established in developing this program, are critical to meeting the competitive challenge and objectives detailed in this document. The parties commit to maintaining the momentum, energy, and goodwill of this effort.

F. Relationship with Labor Contracts

It is the intent of the labor-management partnership to be interpreted in harmony and compliance with the comprehensive labor contracts between Miami-Dade County and authorized employee organizations representing

MDWASD employees, currently GSAF/OPEIU Local 100 and AFSCME Local 121.

G. Impacts on Staff

The parties understand that a top priority of County management, affected Unions is to optimize departmental operations and, in the process of doing so, to protect the employment rights of all affected employees. To that end, the parties agree that every reasonable effort will be made to effect staffing reductions, if necessary, through attrition.



**MIAMI-DADE WATER & SEWER DEPARTMENT
EFFICIENCY PROJECT – LIST OF PARTICIPANTS**
DATE OF REPORT: / /

PROJECT NAME: _____

DIVISION: _____ **SECTION:** _____


PROJECT LEADER _____

First & Last Name	Occupation	*Describe Participation Level	Employee ID#

APPROVALS REQUIRED FOR AWARDS AND RECOGNITION

APPROVALS	NAME	SIGNATURE	DATE
DIVISION CHIEF			
ASSISTANT DIRECTOR			

*Percentage of participation and employees role/task should be specified in the Participation column. If additional space is required, please attach information.

		EFFICIENCY REPORT MIAMI-DADE WATER & SEWER DEPARTMENT DATE OF REPORT: / /		
DIVISION:		SECTION:		
CONTACT NAME:		PHONE NUMBER:		
ESTIMATED START DATE: / /		ESTIMATED COMPLETION DATE: / /		
ACTUAL START DATE: / /		ACTUAL COMPLETION DATE: / /		
EFFICIENCY INITIATIVE PROJECT TITLE:				
DESCRIPTION OF EFFICIENCY PROJECT:				
NEXT REQUIRED ACTION:				
ON-GOING PROJECT <input type="checkbox"/>		NEW PROJECT <input type="checkbox"/>		
	FY	FY		
ESTIMATED SAVINGS	\$	\$		
ACTUAL SAVINGS	\$	\$		
PROVIDE UPDATES				
<p>This form should be completed prior to starting an efficiency project and sent to the POWER Efficiency Program on a quarterly basis. E-mail at HROSE@miamidade.gov or Fax to 786-552-8640. Check below if project is being submitted for Recognition and Awards based on WASD Efficiency and Awards Program Guidelines.</p>				

Check if Project is submitted for Recognition and Award? ☐ YES ☐ No

Approved by Division Chief

Date

Approved by Assistant Director

Date

*Division Chief and Assistant Director approval is required and intended as verification and approval of project for Recognition and Award.