

June 18, 2014

Town of \_\_\_\_\_ Tennessee  
Board of Mayor and Aldermen

\_\_\_\_\_, Tennessee \_\_\_\_\_

VIA ELECTRONIC MAIL

Honorable Mayor and Aldermen:

I was contacted by the city recorder regarding an employee matter involving your water and sewer manager, \_\_\_\_\_. The recorder related to me that Mr. \_\_\_\_\_ a salaried employee, worked a significant number of hours for a recent community event. Recently hired, his salary was set based on the total average compensation (salary and overtime) paid to his predecessor over the previous three-year period. The recorder further related that the board seeks my advice on approaches to address this matter in a sense of fairness to Mr. \_\_\_\_\_. Accordingly, the following is provided.

As a salaried employee, the water and sewer manager is expected to work the hours necessary to complete the work. What this means is that in some weeks he will be required to work more hours than the customary work week; and in others, the demands of the job may require less, although the expectation and needs from this employee is that he will typically be present to supervise his employees while they are on duty. Furthermore, the salary of a management employee is usually set, as it was in this case, to recognize the greater responsibilities and time requirements placed on the person since his time is not tracked in hourly increments and overtime is not paid.

That being said, I recommend the following options, or a combination of the two, as a way to address this matter:

- ✦ One-time bonus – Awarding the employee a one-time bonus, based on the totality of his performance including his time commitment and support of the community event. Should this approach be taken, the board should also be prepared to consider a bonus for other employees whose performance and time commitment are deemed exceptional and beyond the normal call of duty in the future.
- ✦ Additional time off - Granting the employee additional time off to compensate his extraordinary time commitment for the event. This is best done in small increments rather than in a large time block. I would suggest one half day or one full day a week, up to the amount of time that may be specifically granted.

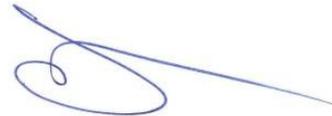
Going forward, the board should know and expect that the water and sewer manager will at times work longer hours to complete the work, which in turn also means that from time-to-time he will be “off” without having to formally account for his time as leave. You should be comfortable when this time “off” is just a couple of hours in duration (such as leaving work early one day), and it should never exceed one-half day. Nor should it be repeated with great regularity. This same principal holds true for other salaried employees provided their absence

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will not result in an essential service from being performed, or a facility being unstaffed and closed to the public during normal business hours as a result of their absence.

I hope these thoughts serve as a good starting point for you as you evaluate this matter. Please let me know if you require any additional assistance.

Very truly yours,



Jeffrey J. Broughton  
Municipal Management Consultant