

## Department Head Performance Evaluations

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### *Salary raises tied to first performance evaluations*

Eight months after new salary ranges had been approved for department heads last May, most department head salaries were increased based on a new performance evaluation system. The Mayor has approved merit raises ranging from 1.3% to 5.3% effective September 30, 2006. In most previous years, the Mayor had approved the same percentage increase for each department head.

Last May, the salary of the Mayor was increased by \$25,000 or 16.7% to \$175,000 and the salaries of the City Councilors by \$12,500 or 16.7% to \$87,500 and became effective six days after approved. The salary ranges for department heads were also increased at the same time but the Mayor waited for completion of the new performance evaluations before approving raises for his management team.

Among the factors utilized in the performance evaluations were the data from the City's Boston About Results (BAR) program. BAR is a performance measurement system that

ties a series of measures to the goals of the department or agency and of the Administration as a whole.

Based on merit, salary increases of 4% to 5% were more the norm but raises below 3% and as low as 1.3% were given. Three department heads received increases of over 7.3% because their former salaries were below the minimum of the new ranges. Five department heads were recently appointed and received no further increases in salary.

On several occasions over the years, the Research Bureau has recommended that the Mayor use performance-based measures to reward excellent performance of members of his top management team and to send a message to those whose work is not up to expected standards. This first year was not as formal a process as would be expected in subsequent years when department heads will have a better sense of how their performance will be evaluated.