COMPENSATION PHILOSOPHY

In March 2022, Alexandria City Council adopted six priorities that have been used to provide a cohesive framework for budget and policy decisions for the upcoming fiscal year. City Council developed these priorities at the Council Retreat, held January 29, 2022, and follow-up discussions at two City Council meetings.

Each of the six priorities have a business plan, which together provide the framework for an interdepartmental approach to achieving the goals of the Compensation Philosophy priority. By consolidating recommendations and planned initiatives with specific objectives and indicators (which can be updated quarterly), the business plans describe how the City will ensure each priority area is well run and the community receives quality services.

Each City Council Priority Business Plan is viewed through the lens of established principles by asking:

1. **Equity:** Will these initiatives identify and overcome intentional and unintentional barriers in our City's systems and services?

2. **Environmental justice:** Do these initiatives provide equitable access to a healthy environment and take proactive measures to mitigate and adapt to future climate change?

3. **Civility & Respect:** How do we ensure that all interactions associated with these initiatives are done so in a way in which there is a healthy exchange of ideas and perspectives?

4. **Transparency:** Are we operating in a way that is easy for others to see and understand what is happening in these initiatives?

5. **Service:** Do these initiatives put the public's interest first and make a difference in the community?

These priorities do not diminish or change the City's continuing commitment to its ongoing core services and accountability; rather, they bring focus to the concerns of highest need at the time. City Council will re-evaluate the needs and priorities in December 2022 in anticipation of the year ahead and the Fiscal Year 2024 budget.

DEVELOP A COMPENSATION PHILOSOPHY

We will establish a new compensation philosophy to ensure we are the preferred "Employer of Choice" and that our employees feel valued.

GOALS

1 **Ensure the City offers compensation and benefits that position us as an Employer of Choice**

MAJOR INITIATIVES

Implement collective bargaining ordinance and negotiate collective bargaining agreements that promote recruitment and retention.

Establish a routine cycle that benchmarks employee compensation and benefits for 95% of the workforce every three years against the top half of the regional jurisdictions

Provide work/life balance incentives and a reduction in commute times, including promotion of first-time home-buyers program, transit benefits, hybrid work week for office-based staff, and alternative work schedules.

Identify and evaluate trends on benefits that can be offered as a package and evolve based on an employee's point in life needs.

Build out an expansive employee wellness program, including:

Physical, Mental/Emotional, Social, Financial, Occupational, Intellectual, and Environmental Wellbeing.

"It makes me feel good when I see people interacting in an area that I took care of. Fields are a place of congregation for family and friends. If these fields weren't taken care of, a lot of kids, or even adults, wouldn't have a place to come. It's a positive outlet for their energy."

- Michael Reed Jr., Maintenance Operator

Employee Wellness Program

Physical Wellbeing
Access to fitness classes, nutritional guidance, and sleep resources.

Mental/Emotional Wellbeing
Access to preventative and treatment-based resources for mental and emotional health.

Social Wellbeing
Opportunities to create spaces of connectivity based on shared interests.

Environmental Wellbeing
Collaborating with the Housing and Transportation and Environmental Services Departments affordable housing and transit opportunities.

Financial Wellbeing
Resources to financial education and programs that assist with financial planning.

Intellectual Wellbeing
Partnering with Learning & Development to make employees aware of learning opportunities.

Occupational Wellbeing
Mentoring opportunities that empower employees to aspire and reach all of their career goals.

2 Establish an organizational culture, leadership practices, and supervisor skills that attract, retain, and empower employees

MAJOR INITIATIVES

Obtain employee feedback about the City of Alexandria's organizational culture and assess how employees currently relate to those characteristics in order to provide baseline data, set priorities, and measure leadership commitment.

Implement a standardized onboarding process to ensure practices and processes are compliant, equitable, and consistent.

Recruit with an intentional focus on the organizational alignment of mission, vision, values, and leadership principles.

Transform the current annual employee evaluation process into a goal-oriented performance development one, which promotes ongoing conversations and continuous feedback between the employee and their supervisor.

Establish a leadership development culture for City employees that fosters growth opportunities, supports career development, and is consistent with being an "Employer of Choice," including:

- Develop and implement a course for supervisors at all levels that would focus on providing meaningful work, ongoing specific feedback, and recognition.
- Provide the Respect, Integrity, Support and Excellence (R.I.S.E.) program to employees, which identifies the City's emerging leaders and provides participants with the training and preparation to compete for senior executive positions, both interim and permanent, within the City.
- Focus on social and racial equity understanding for leaders, including in three professional development core courses on advancing racial equity: the role of government, using a racial equity tool, and bias/microaggressions education.
- Vertical and horizontal pathways for skills-based growth within the organization.

Continue strategic investment in energy performance and greenhouse gas reductions, indoor environmental quality, and comfort for City buildings and operations to ensure a healthy physical environment for employees.

Renovate City Hall and establish a modern workplace with cutting-edge technology standards for all City office-based facilities.

Review, develop and implement practices, policies, and procedures to make the City a more competitive employer in the areas of employee recognition, recruitment, retention, and productivity.

3 Effectively communicate our public service employer value proposition to include total compensation, leadership opportunities, productive learning and development, and vibrant workplace culture to ensure we attract and retain talent
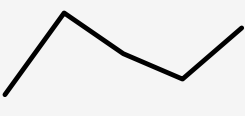
MAJOR INITIATIVES

Work with City leadership and a representative group of employees to identify, demonstrate, and communicate what makes us an "Employer of Choice."

Implement processes to ensure diversity, equity, and inclusion strategies are at the forefront of recruitments.

Use multiple and various outlets to market our total compensation, including base salary and all benefits, to attract and retain high-performing talent.

Boost awareness and frequent communication about the retirement and savings opportunities that allow eligible employees to create wealth by working for the City, including: the Alexandria Firefighters and Police Officers Pension Plan, the City's Supplemental Retirement Plan, and Virginia Retirement System (VRS) Plans and optional savings programs like the 457 Deferred Compensation Plan and MissionSquare's Payroll Deduct Roth IRA.

Define, establish, and broadcast our City's commitment to current and prospective employees and tell persuasive stories through videos, social media, and other media outlets, positioning the City of Alexandria as an "Employer of Choice."

Status	Indicators	Current	Trend & Target

Turnover Rate
This indicator measures the percentage of full time City staff who leave employment with the City of Alexandria during each year.

15%

2018 2019 2020 2021 2022

Promotion Rate
This indicator measures the percentage of full time City staff that are promoted to a new position and higher pay grade during each year.

6%

2018 2019 2020 2021 2022

Trust in Leadership
This indicator from a survey of City of Alexandria employees measures the trust in leadership and managers to lead the City to future success. The City's target is to strive to see annual improvement.

51%

2020   2021

Recommend Alexandria as a Place to Work
This indicator from a survey of City of Alexandria employees measures how likely employees are to recommend the City government as a place to work. The City's target is to strive to see annual improvement.

66%

2020   2021

> " A lot has happened in the last 2 years for me. I knew I was struggling emotionally and needed help. I reached out to Spring Health because my employer has made this service available to us and really encourages us to reach out when necessary. I am not necessarily feeling better yet, but my two sessions has given more clarity. "