



NEW YORK CITY HEALTH AND HOSPITALS CORPORATION  
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Benjamin Chu, M.D., MPH  
President

**OPERATING PROCEDURE 20-41\***  
**HEALTH AND HOSPITALS CORPORATION SALARY POLICY**

**TO:** Distribution "D"  
**FROM:** Benjamin K. Chu, M.D., M.P.H.  
**DATE:** December 20, 2004

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- I. **PURPOSE:** To set forth the HHC salary policy and procedures.
  - II. **SCOPE:** This policy and procedure applies to all Group 11 and Group 12 employees with the exception of the President, and corporate officers.
  - III. **POLICY:**
    - A. The principle of fair and equal pay for equal work shall be followed in fixing salary rates for all Corporate titles.
    - B. All salary ranges shall be published in the Corporate Plan of Titles.
    - C. Each unionized Group 12 Corporate title shall have a salary range or rate established by collective bargaining. Appointments, promotions and salary adjustments shall be implemented in accordance with the Corporation's Personnel Rules and Regulations.
    - D. For Group 11 and non-unionized Group 12 titles, the salary ranges and rates shall be established by surveys, conducted by Central Office and facility representatives, of comparable health care titles in the consolidated Metro area.
    - E. Employees must not be paid less than the minimum salary rate for their job classification.

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\*Supersedes Operating Procedure 20-41, same subject, dated August 3, 1989 and Operating Procedure 20-44; Acting Appointments of Group 11 Employees, dated March 3, 1986.

IV **PROCEDURE:** *During times of fiscal constraints the President, at his/her discretion, may restrict or limit the salary percentage amount on appointments, promotions and salary increases by establishing temporary guidelines and/or a Vacancy Control Board, or by other directives.*

**A. New Appointments**

1. New Group 12 employees shall be appointed at the minimum rate of a relevant unionized Group 12 title unless otherwise provided in subsection 9:3:1(b) of the Corporation's Personnel Rules and Regulations.
2. New Group 11's and non-unionized Group 12's shall be appointed at the minimum salary rate of their relevant title. They may, however, be appointed at a salary (within the established range for the title) of up to 20% above the salary they received in their most recent employment prior to appointment at HHC. Prior salary is subject to verification in accordance with Operating Procedure 20-53, Background Investigation of Corporate Employees.
  - a) In order to recruit at competitive salaries where recent graduates of accredited colleges or universities do not have a salary base, but do have part-time and/or voluntary experience related to the position being considered, such candidates may be appointed at a salary of up to 10% over the minimum of the salary range.
  - b) Where a candidate is returning to the labor market or where a candidate's salary history does not accurately reflect the level of his/her education, training and experience, and the candidate will not accept an offer of appointment at up to 20% over his/her last employment salary, the appointment can be made at a higher rate provided the resulting salary does not exceed 25% above the minimum of the title range.

**B. Promotions**

1. Promotional salary increases for Group 11 and non-unionized Group 12 employees shall be no less than the minimum of the new title, or up to 15% above the employee's current salary. The resulting salary must be within the established range of the job classification.
  - a) Employees are not eligible for promotion to a higher title until they have served in their current title for at least 6 months. A period of at least 6 months must elapse between promotions.

2. In exceptional cases, the Appointing Officer may, in his or her discretion, authorize a promotional increase beyond the 15%. The resulting salary may be as much as the salary paid to the person who was formerly in that position, but in no event may the increase exceed 25% of the employee's base salary before the promotion.

**C. Acting Appointments**

**(Temporary appointment of incumbent Group 11 employees to higher level Group 11 positions.)**

A Network Senior Vice President/Central Office Cost Group Manager may authorize an acting appointment for an employee within his or her jurisdiction.

The Network Senior Vice President/Central Office Cost Group Manager (or designee) shall document, in writing, the reason why the higher level position is being filled on an acting basis; the duration of the acting appointment; the rate of compensation to be paid in the acting position; and how the acting appointment will be funded. A copy of the documentation shall be attached to the Personnel Action Request form and placed in the employee's personnel file.

1. Acting appointments to a higher level Group 11 position may be approved if all the following criteria are met:
  - a) The employee receiving the acting appointment possesses the minimum qualifications for the higher level position;
  - b) There is a substantive change in the employee's regular duties and responsibilities, on a full-time basis, rather than merely an extension of the employee's present duties. This shall be documented in writing and shall be retained in the employee's personnel file.
2. The appointment must be effective for at least 90 calendar days but shall not exceed six months.
3. The salary for an employee assigned to a higher level on an acting basis shall be the employee's regular annual salary rate increased by no more than 15%.
4. The employee shall remain in his or her regular Group 11 payroll title for the duration of the acting appointment.

5. While serving in an acting capacity, an employee shall not be required to undergo a new background investigation, nor satisfy the residency requirements of O.P. 20-48, City Residency, applicable to promotions. Both background and residency compliance shall be required only if the employee is appointed/promoted to the higher position that was the subject of this acting appointment.
6. At the end of the acting appointment period, the employee must either be promoted to the higher level position or returned to his or her former duties and responsibilities or to a comparable position.
  - a) If the employee is promoted to the higher level position, the effective date of the promotion shall be the workday immediately following the last day of the acting appointment period.
  - b) If the employee is returned to his or her former duties and responsibilities or to a comparable position, the higher rate of compensation received during the acting appointment shall cease as of the close of business on the last day of the acting appointment period. The employee shall then be returned to his or her regular title and salary on the following day and receive any general salary adjustments that may have been authorized while the employee was in acting appointment status.

**D. Salary Adjustments**

The denial of a salary adjustment, or the amount of an increase granted under this policy or relevant Personnel Order, shall not be considered an adverse managerial decision, and is not subject to review under Corporate Operating Procedure 20-39, Managerial Decisions Affecting Group 11 Employees' Employment Status or Salary.

**1. Managerial Increase  
(Group 11 and non-unionized Group 12 employees)**

Generally, the parameters of managerial increases are detailed and defined in HHC personnel orders applicable at the time and are authorized by the Corporate Officer responsible for human resources and labor relations.

Where one or more provisions of a relevant personnel order conflict with those of this operating procedure, those in the Personnel Order shall pertain.

2. **Exceptional Merit/Managerial Increase (Discretionary Adjustment)  
Group 11 and non-unionized Group 12 employees)**

Where a Group 11 or non-unionized Group 12 employee has received a managerial increase within a fiscal year, the appointing officer is authorized to grant an exceptional increase for outstanding meritorious performance of up to 11%.

At least 6 months must elapse between such adjustments, and the combination of the percent increase of the two salary increases shall not exceed 16%.

Authorization by the appointing authority shall be documented by completion of an evaluation to substantiate outstanding performance (as defined in O.P. 20-40, Employee Performance Evaluation or O.P. 20-43, Management Appraisal System, as appropriate to the employee's title), which shall be retained in the employee's personnel folder.

3. **Increased Responsibilities Within Title (Discretionary Adjustment)  
(Group 11's and non-unionized Group 12's)**

An Appointing Officer is delegated authority to grant a discretionary salary adjustment of up to 10% to employees who assume an increased level of responsibilities within their classification, or who have been assigned expanded functions and roles within their title.

At least 3 months must elapse between an adjustment for increased responsibility within title and any previous salary adjustment. This discretionary adjustment shall be documented. The documentation shall include the employee's current responsibilities and outline the increased responsibilities and shall be retained in the employee's personnel file.

4. **Equity Adjustment  
(Group 11s and non-unionized Group 12s)**

a) An Appointing Officer is authorized to grant equity adjustments of up to 10% for eligible employees. To be eligible:

i. the employee shall have served at least 9 months in his or her current title; and

ii. the employee's current salary shall be within the lowest quarter of the salary range for the title, and must be at least 10% below the average salary being paid to incumbents in that or a comparable title in the facility (Central Office Cost Group) or system-wide, as appropriate.

- b) An equity adjustment shall not exceed 10%, and the resulting salary shall not exceed the average salary of those incumbents with whom the employee's salary was compared to.
- c) A request for an equity adjustment shall be supported by a fully documented justification. Factors to be considered are described in Appendix A.
- d) Equity adjustments shall not be authorized for outstanding work or increased responsibilities.

**E. Salary Adjustment Cap**

The maximum total amount of salary adjustments for an employee shall not exceed 30% in a 12 month period. The following shall not be included in the 30% cap:

- 1. Exceptional promotional increases granted under section IV.B.2; the portion of the promotional increase exceeding 15%.
- 2. Where an employee is brought only to the minimum of the new title and the percent of that promotional increase exceeds 15%, the amount exceeding 15%.
- 3. Equity adjustment.
- 4. Any other salary adjustment whose exclusion is specified in a relevant Personnel Order.

**F. Title Changes**

- 1. A demotion of a Group 11 or non-unionized Group 12 employee to a unionized group 12 title shall be to a salary calculated in accordance with the applicable collective bargaining agreement. Demotions or level changes to another Group 11 or non-unionized Group 12 title shall be at a salary rate within the established range of the lower-level title.
- 2. Title changes for Group 12 employees in unionized titles shall be authorized in accordance with the applicable collective bargaining agreement.

V. **RESPONSIBILITY**

- A. Network Senior Vice Presidents and Central Office Division Heads are primarily responsible for compliance with this procedure.
- B. Network/facilities shall be responsible for periodic self audits.
- C. The Corporate Officer responsible for human resources and labor relations may at the discretion of the President conduct post-audits to ensure corporate-wide compliance with this procedure.

VI. **EXCEPTIONS**

- A. Exceptions to this policy and procedure may be granted provided that the exception does not violate a collective bargaining agreement and the justification for the exception is fully documented and approved as follows:
  - 1. **Networks:**  
Executive Directors are to submit exception requests to Network Senior Vice President for review and approval.
  - 2. **Central Office, Health and Home Care, and Metro Plus:**  
Central Office Senior Vice Presidents, Health and Home Care and Metro Plus, Executive Directors are to submit exception request to the Corporate Officer responsible for human resources and labor relations.

Attached: Appendix A

## APPENDIX A

### EQUITY ADJUSTMENTS

The factors to consider for recommending an equity increase are as follows:

1. The level of responsibility of the position; for example, where the same position exists in many facilities or departments, factors such as the size of the facility or department involved may indicate responsibility levels.
2. The complexity and scope of the position, in terms of magnitude of operations, the demands of the position, and the span of control.
3. The salary paid relative to other positions in the same and similar classifications.
4. The relationship of the employee's salary to peers, subordinates and superiors, with due consideration to reporting relationships.
5. Comparability of the employee's experience, training, and background to other incumbents in the classification.
6. The relative position of the employee's salary within the salary range for his/her title.
7. Length of service with the corporation and the time spent in current title.
8. The equity adjustment should not create other imbalances or inequities.





**Change No. 1**

**OPERATING PROCEDURE 20-41**  
**HEALTH AND HOSPITALS CORPORATION SALARY POLICY**

TO: Distribution "D"  
FROM: Alan D. Aviles *ADA*  
DATE: June 20, 2005

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1. Section IV, Procedure, the following Subsection G, is added:

**G. Cash Awards**

An Executive Director /Central Office Senior Vice President is delegated authority to award a non recurring cash award to Group 11 or non unionized Group 12 employees to recognize and reward ongoing, exemplary performance or to recognize outstanding achievement by an individual or group on a special project.

Only Group 11 employees below the level of Deputy Executive Director (facility) and Assistant Vice President (Central Office) are eligible to receive cash awards.

The denial of a cash award, or the amount of the award granted under this policy shall not be considered an adverse managerial decision, and is not subject to review under Corporate Operating Procedure 20-39.

a) Employees who receive less than a fully competent overall rating on the Managerial Performance Evaluation are ineligible for a cash award. The cash award must be based on one of the following:

**1) Performance Awards:**

Award is based solely upon employees performance rating of record assigned at end of appraisal period. Employee must have been rated a minimum of Excellent or Superior and must have exceeded the Performance Expectations established for the rating period and demonstrated a sustained level of successful performance throughout the entire rating period. Operating Procedure 20-43 outlines the process for completing managerial performance appraisals.

## **2) Special Service/Project Award**

This award can be given to an individual or group of individuals who have successfully completed a project or initiative that has measurably contributed to improvements in facility operations or achievement of project goals and milestones. Examples are:

- Enhanced patient care and safety
- Improvement in the overall health and well being of the community
- Increased revenues
- Identification of cost savings
- Improvements to current work processes and procedures
- 

### **LIMITATIONS ON CASH AWARDS**

Cash awards cannot exceed \$5,000 and are not added to base salary. An employee may only receive one award in a fiscal year. Group 11 employees cannot receive both a performance based merit salary increase and a lump sum cash award in the same appraisal period (July-June) for the same performance rating or project. Cash awards are not included when considering the salary cap in Section IV, E of this Operating Procedure.

The number of cash awards issued in a fiscal year is limited to no more than ten percent of the eligible Group 11 workforce assigned to a facility on July 1 of that year.

### **PROCESS**

The attached nomination form, HHC Cash Award (HHC 2485), must be completed for each lump sum awarded and maintained in the employee's Personnel File. The amount of a cash award for overall performance cannot exceed 7 percent of salary for an Excellent overall rating, and 10 percent of salary for an overall rating of Superior, subject to the \$5,000 limit. Awards based on special service or project will be based on the contribution to the success of the initiative and the importance of the project to achievement of initiatives and goals, but cannot exceed 5 percent of the employee's base salary.

### **EFFECTIVE DATE:**

This change is effective July 1, 2005.

**HHC CASH AWARD Group 11 and Non Unionized Group 12 Only**

Name \_\_\_\_\_  
Last First Middle Initial

Title \_\_\_\_\_ ODA \_\_\_\_\_

SSN: \_\_\_\_\_

Facility: \_\_\_\_\_ Department: \_\_\_\_\_

The employee listed above is nominated for a cash award based on:

1.) Performance (Employee must have received a rating of Excellent or above within the last 12 months.)

Rating: \_\_\_\_\_ Date: \_\_\_\_\_

or

2) Special Service/Project Award:

Individual: \_\_\_\_\_ Group: \_\_\_\_\_

Describe how employee contributed to completion of an initiative that measurably contributed to improvement to facility operations, patient safety or achievement of project goals.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\*\*\*\*\*

Supervisor: \_\_\_\_\_ Cost Center Manager \_\_\_\_\_

Executive Director: \_\_\_\_\_ Approved \_\_\_\_\_ Disapproved \_\_\_\_\_

Date: \_\_\_\_\_

\*\*\*\*\*

Amount of Award: (not to exceed \$5,000)

Salary: \_\_\_\_\_ Award Amount: \_\_\_\_\_

Justification for Amount: 5 percent 7 percent/10 percent/maximum/other (explain)

\_\_\_\_\_  
\_\_\_\_\_

HR Director \_\_\_\_\_

Finance: \_\_\_\_\_

Date \_\_\_\_\_

Alan D. Aviles  
Acting President

**Change No. 1**

**OPERATING PROCEDURE 20-41**  
**HEALTH AND HOSPITALS CORPORATION SALARY POLICY**

TO: Distribution "D"

FROM: Alan D. Aviles *ADA*

DATE: June 20, 2005

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1. Section IV, Procedure, the following Subsection G, is added:

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An Executive Director /Central Office Senior Vice President is delegated authority to award a non recurring cash award to Group 11 or non unionized Group 12 employees to recognize and reward ongoing, exemplary performance or to recognize outstanding achievement by an individual or group on a special project.

Only Group 11 employees below the level of Deputy Executive Director (facility) and Assistant Vice President (Central Office) are eligible to receive cash awards.

The denial of a cash award, or the amount of the award granted under this policy shall not be considered an adverse managerial decision, and is not subject to review under Corporate Operating Procedure 20-39.

a) Employees who receive less than a fully competent overall rating on the Managerial Performance Evaluation are ineligible for a cash award. The cash award must be based on one of the following:

**1) Performance Awards:**

Award is based solely upon employees performance rating of record assigned at end of appraisal period. Employee must have been rated a minimum of Excellent or Superior and must have exceeded the Performance Expectations established for the rating period and demonstrated a sustained level of successful performance throughout the entire rating period. Operating Procedure 20-43 outlines the process for completing managerial performance appraisals.

## **2) Special Service/Project Award**

This award can be given to an individual or group of individuals who have successfully completed a project or initiative that has measurably contributed to improvements in facility operations or achievement of project goals and milestones. Examples are:

- Enhanced patient care and safety
- Improvement in the overall health and well being of the community
- Increased revenues
- Identification of cost savings
- Improvements to current work processes and procedures
- 

### **LIMITATIONS ON CASH AWARDS**

Cash awards cannot exceed \$5,000 and are not added to base salary. An employee may only receive one award in a fiscal year. Group 11 employees cannot receive both a performance based merit salary increase and a lump sum cash award in the same appraisal period (July-June) for the same performance rating or project. Cash awards are not included when considering the salary cap in Section IV, E of this Operating Procedure.

The number of cash awards issued in a fiscal year is limited to no more than ten percent of the eligible Group 11 workforce assigned to a facility on July 1 of that year.

### **PROCESS**

The attached nomination form, HHC Cash Award (HHC 2485), must be completed for each lump sum awarded and maintained in the employee's Personnel File. The amount of a cash award for overall performance cannot exceed 7 percent of salary for an Excellent overall rating, and 10 percent of salary for an overall rating of Superior, subject to the \$5,000 limit. Awards based on special service or project will be based on the contribution to the success of the initiative and the importance of the project to achievement of initiatives and goals, but cannot exceed 5 percent of the employee's base salary.

### **EFFECTIVE DATE:**

This change is effective July 1, 2005.

# HHC CASH AWARD Group 11 and Non Unionized Group 12 Only

Name \_\_\_\_\_  
Last First Middle Initial

Title \_\_\_\_\_ ODA \_\_\_\_\_

SSN: \_\_\_\_\_

Facility: \_\_\_\_\_ Department: \_\_\_\_\_

The employee listed above is nominated for a cash award based on:

1.) Performance (Employee must have received a rating of Excellent or above within the last 12 months.)

Rating: \_\_\_\_\_ Date: \_\_\_\_\_

or

2) Special Service/Project Award:

Individual: \_\_\_\_\_ Group: \_\_\_\_\_

Describe how employee contributed to completion of an initiative that measurably contributed to improvement to facility operations, patient safety or achievement of project goals.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\*\*\*\*\*

Supervisor: \_\_\_\_\_ Cost Center Manager \_\_\_\_\_

Executive Director: \_\_\_\_\_ Approved \_\_\_\_\_ Disapproved \_\_\_\_\_

Date: \_\_\_\_\_

\*\*\*\*\*

Amount of Award: (not to exceed \$5,000)

Salary: \_\_\_\_\_ Award Amount: \_\_\_\_\_

Justification for Amount: 5 percent 7 percent/10 percent/maximum/other (explain)

\_\_\_\_\_  
\_\_\_\_\_

HR Director \_\_\_\_\_

Finance: \_\_\_\_\_

Date \_\_\_\_\_



Alan D. Aviles  
President

**Change No. 1-Revised<sup>1</sup>**

**OPERATING PROCEDURE 20-41**  
**HEALTH AND HOSPITALS CORPORATION SALARY POLICY**

TO: Distribution "D"

FROM: Alan D. Aviles *AA*

DATE: March 1, 2007

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1. Section IV, Procedure, the following modified Subsection G, is added:

**G. Cash Awards**

A Senior Vice President is delegated authority to award a non recurring cash award to Group 11 or non unionized Group 12 employees to recognize and reward ongoing, exemplary performance or to recognize outstanding achievement by an individual or group on a special project.

Only Group 11 or non unionized Group 12 employees below the level of Deputy Executive Director (facility) and Assistant Vice President (Central Office) are eligible to receive cash awards.

The denial of a cash award, or the amount of the award granted under this policy shall not be considered an adverse managerial decision, and is not subject to review under Corporate Operating Procedure 20-39.

Employees who receive less than a fully competent overall rating on the Managerial Performance Evaluation are ineligible for a cash award. The cash award must be based on one of the following:

**a) Performance Awards:**

Award is based solely upon employees performance rating of record assigned at end of appraisal period. Employee must have been rated a minimum of Exceeds Expectations or Superior and must have exceeded the Performance Expectations established for the rating period and demonstrated a sustained level of successful performance throughout the entire rating period. Operating Procedure 20-43 outlines the process for completing managerial performance appraisals.

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<sup>1</sup> This change supersedes OP 20-41 Change No. 1 dated June 20, 2005

**b) Special Service/Project Award**

This award can be given to an individual or group of individuals who have successfully completed a project or initiative that has measurably contributed to improvements in operations or achievement of project goals and milestones.

Examples are:

- Enhanced patient care and safety
- Improvement in the overall health and well being of the community
- Increased revenues
- Identification of cost savings
- Improvements to current work processes and procedures

**I.) LIMITATIONS ON CASH AWARDS**

Cash awards cannot exceed \$5,000 and are not added to base salary. An employee may only receive one award in a fiscal year. The amount of a cash award for overall performance cannot exceed 7 percent of salary for an Exceeds Expectations overall rating and 10 percent of salary for an overall rating of Superior, subject to the \$5,000 limit. Awards based on special projects shall be based on the employee's contribution to the success of the initiative and the importance of the project to achievement of goals, but cannot exceed 5 percent of the employee's base salary. Eligible employees cannot receive both a discretionary salary increase and a lump sum cash award in the same appraisal period (July-June). Cash awards are not included when considering the salary cap in Section IV, E of this Operating Procedure.

The number of cash awards issued in a fiscal year is limited to no more than ten percent of the eligible Group 11 workforce assigned to a facility on July 1 of that year.

Cash awards will be processed quarterly in accordance with the procedure outlined in G, II, below.

**II.) PROCESS**

Cash award requests shall be submitted once per quarter to Central Office for review prior to payment of the award by the facility. For each award, the facility must submit HHC Form 2485Feb07, with all required sign-offs: the Supervisor, Cost Group Manager, Executive Director (Facility only) and Senior Vice President, with the Human Resources Director and Chief Financial Officer sign off that all eligibility requirements have been met pursuant to the review criteria outlined below. Signature responsibility cannot be delegated. A copy of the employee's most recent performance evaluation must be attached. Completed cash award forms must be submitted to Central Office for review by Human Resources and Corporate Payroll Operations (CPO) prior to payment.



CPO and Human Resources/Workforce Development will review HHC Form 2485Feb07 utilizing the criteria listed below. Additional information and/or resubmission of HHC Form 2485Feb07 may be requested.

Approval or denial of the cash award request will be communicated to the facility payroll department by CPO. All facility cash award requests and Central Office approvals are to be processed in accordance with the submission timeframe detailed below.

**a) Review Criteria: CPO and Facility Payroll Department**

- Review HHC Form 2485Feb07 for completeness, attachments and appropriate signatures. (i.e. Supervisor, Cost Group Manager, Executive Director (Facility only) and Senior Vice President: HR Director and Chief Financial Officer).
- Confirm that the employee is eligible—in a Group 11 or non represented Group 12 title below level of Deputy Executive Director (facility) and Assistant Vice President (Central Office).
- Confirm the employee has not received a discretionary salary increase in the same fiscal year (July-June).
- Confirm the award amount does not exceed \$5,000.
- Confirm the award amount was not added to base salary.
- If a performance based award, confirm that a rating is listed and that the award amount does not exceed 7% of salary for Exceeds Expectations or 10% for Superior.
- If a project related award, the award amount does not exceed 5% of the employees' base salary.

**b) Review Criteria: Central Office and Facility Human Resources**

- Confirm the employee has not received an award in the current fiscal year.
- Confirm that the number of cash awards issued by the facility in the fiscal year is limited to no more than 10% of the eligible Group 11 workforce assigned to a facility on July 1 of that year

**Submission Timeframe**

- Facilities will be permitted to submit HHC Form 2485Feb07 for approval to Central Office only on a regular quarterly timeframe.
- The deadline for such submissions will be the 15<sup>th</sup> of the second month following the end of the quarter (August, November, February, May).
- The Central Office review process should be completed within three weeks of the submission deadline noted above and approved HHC Form 2485Feb07 returned

to the facility payroll department for input to PSMS via use of the “LAG” earnings type.

- The facility payroll department must process payment of the award no later than the second C bank payroll date of the third month following the end of the quarter (September, December, March, June). Failure to do so will result in the award payment being delayed until the next quarter’s processing period. This delay will occur because the “LAG” earnings type will be disabled until the next quarter’s processing period and prior to that time “LAG” transactions will be rejected by the payroll system.
- Facility payroll must prepare an AP transaction using earnings type “LAG” for the approved amount. A copy of the payment authorization must be attached to the AP transaction for the permanent file.

**EFFECTIVE DATE:**

This change is effective immediately.

# HHC CASH AWARD Group 11 and Non Unionized Group 12 Only

Name \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_  
Last First Middle Initial

Title \_\_\_\_\_ ODA \_\_\_\_\_ TKID: \_\_\_\_\_

Facility: \_\_\_\_\_ Department: \_\_\_\_\_

The employee listed above is nominated for a cash award based on:

1.) Performance (Employee must have received a rating of Exceeds Expectations or above within the last 12 months.) Attach copy of latest Performance Evaluation.

Rating: \_\_\_\_\_ Date: \_\_\_\_\_

or

2) Special Service/Project Award:

Individual: \_\_\_\_\_ Group: \_\_\_\_\_

Describe how employee contributed to completion of an initiative that measurably contributed to improvement to facility operations, patient safety or achievement of project goals. Attach copy of most recent performance evaluation.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\*\*\*\*\*

Supervisor: \_\_\_\_\_  
Signature

Date: \_\_\_\_\_

\_\_\_\_\_  
Print Name

Cost Group Manager \_\_\_\_\_  
Signature

Date: \_\_\_\_\_

\_\_\_\_\_  
Print Name

Executive Director: \_\_\_\_\_  
Facility Only Signature

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_

\_\_\_\_\_  
Print Name

Date: \_\_\_\_\_

Senior Vice President: \_\_\_\_\_  
Network/Central Office Signature

Approved: \_\_\_\_\_ Disapproved \_\_\_\_\_

\_\_\_\_\_  
Print Name

Date: \_\_\_\_\_

\*\*\*\*\*

Amount of Award: (not to exceed \$5,000)

Salary: \_\_\_\_\_

Award Amount: \_\_\_\_\_

Justification for Amount: 5 percent 7 percent/10 percent/maximum/other (explain):

\_\_\_\_\_  
\_\_\_\_\_

## Reviewed and Approved

HR Director \_\_\_\_\_  
Signature & Date

Chief Financial Officer: \_\_\_\_\_  
Signature & Date

Print Name \_\_\_\_\_


Print Name \_\_\_\_\_

Central Office HR: \_\_\_\_\_  
Print Name/Signature & Date

Corporate Payroll Operations: \_\_\_\_\_  
Print Name/Signature & Date

Alan D. Aviles  
President

TO: Distribution "D"

FROM: Alan D. Aviles 

DATE: December 13, 2008

SUBJ: Suspension of Section IV, G of Operating Procedure 20-41 (Cash Awards)

Section IV, G of Operating Procedure 20-41, Salary Policy, authorizing payments of non recurring cash awards to Group 11 and non unionized Group 12 employees, is suspended indefinitely.

c: Ramanathan Raju, M.D., Executive Vice President  
Senior Vice Presidents



## Change No. 2

### OPERATING PROCEDURE 20-41

### HEALTH AND HOSPITALS CORPORATION SALARY POLICY

**TO:** Distribution "D"  
**FROM:** Alan D. Aviles *ADA*  
**DATE:** May 20, 2013

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1. Pursuant to the Public Authorities Law § 2824[1][c], the Corporation must establish a salary policy for the President and other corporate officers. Accordingly, a change in the Corporation's existing salary policy is necessary to make the same applicable to these individuals.
  2. Effective immediately, Section II of this operating procedure is hereby amended in its entirety and replaced by the following language:
    - II. **SCOPE:** Sections I and II of this operating procedure apply to all Group 11 and Group 12 employees. Sections III through VI apply to all Group 11 and Group 12 employees with the exception of the President and all other corporate officers. Section VII applies only to the President and all other corporate officers. For purposes of this policy and procedure, the term "corporate officer" shall have the same meaning as that term has under the Corporation's Bylaws.
  3. Effective immediately Section VII is added to this policy:
- VII. SALARIES OF CORPORATE OFFICERS**
- A. The initial salary of the President and any subsequent adjustments thereto shall be determined solely by the Board of Directors of the Corporation based on a review of comparability data of salary and benefits of similarly qualified persons in functionally comparable positions at similarly situated organizations, while taking into account the

Corporation's status as a public benefit corporation, as well as the Corporation's fiscal standing.

- B. With the exception of the President, the initial salaries of all corporate officers and any subsequent adjustments thereto shall be determined solely by the President based on a review of comparability data of salary and benefits of similarly qualified persons in functionally comparable positions at similarly situated organizations, while taking into account the Corporation's status as a public benefit corporation, as well as the Corporation's fiscal standing.
- C. Nothing herein shall be construed to prohibit Board of Directors of the Corporation or the President, in their discretion acting in the best interests of the Corporation, from setting the salaries (and any subsequent adjustments) of the President and corporate officers, respectively, at an amount lower than that found in comparability data of similarly qualified persons in functionally comparable positions at similarly situated organizations.
- D. Nothing herein shall be construed to prohibit including corporate officers in Personnel Orders granting Group 11 salary increases (with the exception of the President).