



BOARD OF SUPERVISORS AGENDA ITEM REPORT

Requested Board Meeting Date: 1/21/2025

**= Mandatory, information must be provided*

Click or tap the boxes to enter text. If not applicable, indicate "N/A".

***Title:**

Proposed Changes to Personnel Policy 8-117, Pay Plan

***Introduction/Background:**

Proposed revisions to Personnel Policy 8-117, Pay Plan

***Discussion:**

Change Section (D), Entry Salary. Department Directors and Elected Officials are authorized to hire positions up to the midpoint rather than the top of the 1st quartile, without County Administrator approval and upon review of Human Resources and Finance and Risk Management.

***Conclusion:**

The revisions to the requirements of review of entry salary reduce administrative oversight by County Administration and make for a more efficient hiring process.

***Recommendation:**

That the Board of Supervisors approve Personnel Policy 8-117, Pay Plan modifications as outlined, to become effective upon approval.

***Fiscal Impact:**

None.

***Board of Supervisor District:**


- 1
- 2
- 3
- 4
- 5
- All

Department: Human Resources


Telephone: 520-724-2732

Contact: Cathy Bohland

Telephone: 520-724-8672

Department Director Signature:  Date: 12/13/24

Deputy County Administrator Signature: _____ Date: _____

County Administrator Signature:  Date: 12/19/2024

A. Definitions

Classification: A title and code assigned to a grouping of similar positions as described in the appropriate class specification.

Demotion: A change in the assignment of an employee from one classification to another classification having a lower salary grade.

Internal Equity: Employees in the same classification with similar qualifications, skill sets, and experience are compensated in a similar and consistent manner.

Promotion: A change in the assignment of an employee from one classification to another classification having a higher salary grade.

Reclassification: A change in the classification of an employee when their position has been reallocated.

Reorganization: The realignment of departmental functions and/or structure for a valid business reason(s). Reorganization may result in the abolishment, reallocation, or creation of positions or an elimination of a department.

Salary Grade: A numeric grade with an established salary range minimum and salary range maximum, which is placed within a hierarchical order of grades to create a salary structure. Jobs in the same salary grade have similar pay in the external labor market.

Salary Range: Each salary grade has a salary range that includes a minimum, midpoint, and maximum salary. The midpoint is halfway between the minimum and maximum. The 1st quartile (Q1) is halfway between the minimum and the midpoint.

Salary Structure: A salary structure provides a framework to determine how employees are paid. It identifies the hierarchical group of jobs and salary ranges within the county.

B. Basic Pay Plan

The basic pay plan consists of a wage and salary structure for County employees. Each classification in the Classification System is assigned a salary grade and range. The salary grade range designation is determined by considering the County's compensation philosophy, rates paid for comparable classifications in the labor market, the County's financial resources, and other relevant factors. In determining salary grade/ranges for classifications, Human Resources will utilize current salary data for the labor market and other factors as a basis for making recommendations to the County Administrator for approval by the Board of Supervisors. Periodic changes or adjustments are necessary to maintain the pay plan. Salary grade ranges will be assigned with regard to internal and external equity considerations as well as labor market competitiveness factors.

C. Payday

Payday is on the Friday following the end of each pay period. Wages will not be withheld for more than five (5) business days following the end of each pay period. Each employee is responsible for submitting the appropriate pay documents by the scheduled due date in order to be paid on the scheduled payday.

D. Entry Salary

New hires will be paid according to the assigned salary grade for their position. Within the assigned salary grade, entry salaries will be determined based on the qualifications, skill sets, and experience of the candidate and internal pay equity. Elected Officials and Department Directors are authorized to hire positions up to the **MIDPOINT** 4th quartile (midway between minimum and **MAXIMUM** midpoint) after Human Resources approval as defined herein.

1. For starting salaries above the minimum of the salary range to the top of the **MIDPOINT** 4th quartile:

- a. Departments must submit an "entry salary above the minimum" form to Human Resources for verification and approval. The form will contain the applicant's education, certifications, and/or licensures that exceed the minimum requirements, as well as relevant work experience, and specialized skills and/or training that exceed the minimum qualifications.
- b. Human Resources will conduct an internal pay equity review. This analysis will evaluate a proposed salary for a new hire or current employee moving into a classification, comparing it to the salaries of employees currently in the classification with equal or similar experience, education, tenure, certifications, training, skills and/or other factors to ensure the salary is equitable. Only entry salaries determined to be equitable will be approved by Human Resources.
- c. The hiring department's regular and recurring budget must be able to accommodate the proposed salary and verified by the Finance Department.
- d. Starting salaries above the **MIDPOINT** 4th quartile require written County Administrator approval. Departments must follow steps (a) through (c) above, with approval from Human Resources and Finance.

E. Reinstatement/Reemployment

In cases of reinstatement or reemployment of a laid-off employee, Elected Officials and Department Directors may only offer a salary up to the amount the former employee was earning at the time of their departure if the employee is rehired within 6 months of leaving County employment. For those former employees with

a break in service longer than 6 months, see section D, Entry Salary.

F. Reassignment

When an employee is reassigned, they will retain the same salary held prior to the reassignment.

G. Classification Adjustment

1. Upward Adjustment

When a classification is moved to a higher salary grade, all employees in that classification will be changed to the new salary grade on the same effective date. Each employee's salary in the classification will be adjusted by the percentage that was needed to move the classification to the new grade.

2. Downward Adjustment

When a classification is moved to a lower salary grade, all employees in the classification will be changed to the new salary grade on the same effective date. Each employee in the classification will be placed in the new salary grade at a rate that results in the same salary held in the previous salary grade. If the employee's previous salary exceeds the maximum of the new salary grade of the classification, the employee will retain the previous salary, resulting in no loss in pay. There will be no increase to the employee's salary until their pay again falls within the salary range of the new salary grade.

H. Pay Adjustment

Where no pay policy applies, the County Administrator may approve a pay adjustment for a change to the responsibilities and duties of a position, where reclassification is not warranted. For any approved adjustment, an employee must (a) not have received any disciplinary actions for the 12 months preceding the request; (b) not be on probation; and (c) perform at a level of meeting expectations as documented by the department.

I. Promotion

An employee who is promoted will have their salary determined as outlined in section D, Entry Salary.

J. Demotion

An employee who is demoted, either voluntarily or as a disciplinary measure, will have their wage/salary reduced commensurate with the change in salary grade

and with consideration given to internal pay equity.

K. Reappointment

The salary for an employee reappointed to a position in a classification assigned a lower salary grade will be set in the same manner as outlined in section D, Entry Salary. The salary for an employee reappointed to a position within the same department to a classification assigned the same salary grade will not decrease. The salary for an employee reappointed to a position in a different department to a classification assigned the same salary grade will be set in the manner as outlined in section D, Entry Salary.

L. Reclassification

1. When an employee is reclassified to a classification of a higher salary grade, their salary will be set in the same manner as outlined in section D, Entry Salary.
2. When an employee is reclassified to a classification of a lower salary grade, they will be placed in the new salary grade at a rate that results in the same salary held in the previous salary grade. If the employee's previous salary exceeds the maximum salary of the new salary grade of the new classification, the employee will retain the previous salary, resulting in no loss in pay. There will be no increase to the employee's salary until their pay falls within the salary range of the new classification.

M. Detail

When an employee is detailed to a position with a higher salary grade for more than fifteen (15) work days, their salary will be raised five percent (5%), provided it does not exceed the maximum salary of the new salary grade, unless more is necessary to reach the minimum salary of the new salary grade. After the detail is completed, the employee will return to the same salary grade and pay held before the detail, plus any salary increases which may have occurred during the detail. Regular classified employees are not permitted to be put into a detail for an unclassified position.

N. Pay Adjustment

When the Board of Supervisors appropriates funds for pay adjustments, such adjustments will be implemented according to a Board of Supervisor approved pay adjustment plan for allocating pay adjustments to designated employees.

O. Multilingual Compensation

An eligible, qualified employee will receive a pay adjustment in the form of additional temporary compensation (ATC) in accordance with the table below :

LEVEL	RATE	REQUIREMENTS
Associate	\$0.50 per hour	Employee must use Multilingual skills at least 5%-24% of work time per pay period.
Journey	\$1.00 per hour	Employee must use Multilingual skills 25% or more of work time per pay period.

If Multilingual compensation is rescinded or terminated, the employee will return to the same pay held before the Multilingual pay was initiated.

P. Compensation Effective Date

1. The effective date for compensation actions is the effective date of the beginning of the pay period.
2. The effective date for compensation actions resulting from probation failure, to include, but not limited to involuntary demotion, will be the date of service of notice of probation failure to the employee.
3. The effective date for compensation actions resulting from the promotion of a County employee into the classification of Deputy Sheriff will be the first date of employment for employees newly hired into the classification. In the event an academy class for Deputy Sheriff consists of promoted employees only, the effective date for compensation actions will be academy orientation day.

A. Definitions

Classification: A title and code assigned to a grouping of similar positions as described in the appropriate class specification.

Demotion: A change in the assignment of an employee from one classification to another classification having a lower salary grade.

Internal Equity: Employees in the same classification with similar qualifications, skill sets, and experience are compensated in a similar and consistent manner.

Promotion: A change in the assignment of an employee from one classification to another classification having a higher salary grade.

Reclassification: A change in the classification of an employee when their position has been reallocated.

Reorganization: The realignment of departmental functions and/or structure for a valid business reason(s). Reorganization may result in the abolishment, reallocation, or creation of positions or an elimination of a department.

Salary Grade: A numeric grade with an established salary range minimum and salary range maximum, which is placed within a hierarchical order of grades to create a salary structure. Jobs in the same salary grade have similar pay in the external labor market.

Salary Range: Each salary grade has a salary range that includes a minimum, midpoint, and maximum salary. The midpoint is halfway between the minimum and maximum. The 1st quartile (Q1) is halfway between the minimum and the midpoint.

Salary Structure: A salary structure provides a framework to determine how employees are paid. It identifies the hierarchical group of jobs and salary ranges within the county.

B. Basic Pay Plan

The basic pay plan consists of a wage and salary structure for County employees. Each classification in the Classification System is assigned a salary grade and range. The salary grade range designation is determined by considering the County's compensation philosophy, rates paid for comparable classifications in the labor market, the County's financial resources, and other relevant factors. In determining salary grade/ranges for classifications, Human Resources will utilize current salary data for the labor market and other factors as a basis for making recommendations to the County Administrator for approval by the Board of Supervisors. Periodic changes or adjustments are necessary to maintain the pay plan. Salary grade ranges will be assigned with regard to internal and external equity considerations as well as labor market competitiveness factors.

C. Payday

Payday is on the Friday following the end of each pay period. Wages will not be withheld for more than five (5) business days following the end of each pay period. Each employee is responsible for submitting the appropriate pay documents by the scheduled due date in order to be paid on the scheduled payday.

D. Entry Salary

New hires will be paid according to the assigned salary grade for their position. Within the assigned salary grade, entry salaries will be determined based on the qualifications, skill sets, and experience of the candidate and internal pay equity. Elected Officials and Department Directors are authorized to hire positions up to the midpoint (midway between minimum and maximum) after Human Resources approval as defined herein.

1. For starting salaries above the minimum of the salary range to the midpoint:

- a. Departments must submit an "entry salary above the minimum" form to Human Resources for verification and approval. The form will contain the applicant's education, certifications, and/or licensures that exceed the minimum requirements, as well as relevant work experience, and specialized skills and/or training that exceed the minimum qualifications.
- b. Human Resources will conduct an internal pay equity review. This analysis will evaluate a proposed salary for a new hire or current employee moving into a classification, comparing it to the salaries of employees currently in the classification with equal or similar experience, education, tenure, certifications, training, skills and/or other factors to ensure the salary is equitable. Only entry salaries determined to be equitable will be approved by Human Resources.
- c. The hiring department's regular and recurring budget must be able to accommodate the proposed salary and verified by the Finance Department.
- d. Starting salaries above the midpoint require written County Administrator approval. Departments must follow steps (a) through (c) above, with approval from Human Resources and Finance.

E. Reinstatement/Reemployment

In cases of reinstatement or reemployment of a laid-off employee, Elected Officials and Department Directors may only offer a salary up to the amount the former employee was earning at the time of their departure if the employee is rehired within 6 months of leaving County employment. For those former employees with

a break in service longer than 6 months, see section D, Entry Salary.

F. Reassignment

When an employee is reassigned, they will retain the same salary held prior to the reassignment.

G. Classification Adjustment

1. Upward Adjustment

When a classification is moved to a higher salary grade, all employees in that classification will be changed to the new salary grade on the same effective date. Each employee's salary in the classification will be adjusted by the percentage that was needed to move the classification to the new grade.

2. Downward Adjustment

When a classification is moved to a lower salary grade, all employees in the classification will be changed to the new salary grade on the same effective date. Each employee in the classification will be placed in the new salary grade at a rate that results in the same salary held in the previous salary grade. If the employee's previous salary exceeds the maximum of the new salary grade of the classification, the employee will retain the previous salary, resulting in no loss in pay. There will be no increase to the employee's salary until their pay again falls within the salary range of the new salary grade.

H. Pay Adjustment

Where no pay policy applies, the County Administrator may approve a pay adjustment for a change to the responsibilities and duties of a position, where reclassification is not warranted. For any approved adjustment, an employee must (a) not have received any disciplinary actions for the 12 months preceding the request; (b) not be on probation; and (c) perform at a level of meeting expectations as documented by the department.

I. Promotion

An employee who is promoted will have their salary determined as outlined in section D, Entry Salary.

J. Demotion

An employee who is demoted, either voluntarily or as a disciplinary measure, will have their wage/salary reduced commensurate with the change in salary grade

and with consideration given to internal pay equity.

K. Reappointment

The salary for an employee reappointed to a position in a classification assigned a lower salary grade will be set in the same manner as outlined in section D, Entry Salary. The salary for an employee reappointed to a position within the same department to a classification assigned the same salary grade will not decrease. The salary for an employee reappointed to a position in a different department to a classification assigned the same salary grade will be set in the manner as outlined in section D, Entry Salary.

L. Reclassification

1. When an employee is reclassified to a classification of a higher salary grade, their salary will be set in the same manner as outlined in section D, Entry Salary.
2. When an employee is reclassified to a classification of a lower salary grade, they will be placed in the new salary grade at a rate that results in the same salary held in the previous salary grade. If the employee's previous salary exceeds the maximum salary of the new salary grade of the new classification, the employee will retain the previous salary, resulting in no loss in pay. There will be no increase to the employee's salary until their pay falls within the salary range of the new classification.

M. Detail

When an employee is detailed to a position with a higher salary grade for more than fifteen (15) work days, their salary will be raised five percent (5%), provided it does not exceed the maximum salary of the new salary grade, unless more is necessary to reach the minimum salary of the new salary grade. After the detail is completed, the employee will return to the same salary grade and pay held before the detail, plus any salary increases which may have occurred during the detail. Regular classified employees are not permitted to be put into a detail for an unclassified position.

N. Pay Adjustment

When the Board of Supervisors appropriates funds for pay adjustments, such adjustments will be implemented according to a Board of Supervisor approved pay adjustment plan for allocating pay adjustments to designated employees.

O. Multilingual Compensation

An eligible, qualified employee will receive a pay adjustment in the form of additional temporary compensation (ATC) in accordance with the table below :

LEVEL	RATE	REQUIREMENTS
Associate	\$0.50 per hour	Employee must use Multilingual skills at least 5%-24% of work time per pay period.
Journey	\$1.00 per hour	Employee must use Multilingual skills 25% or more of work time per pay period.

If Multilingual compensation is rescinded or terminated, the employee will return to the same pay held before the Multilingual pay was initiated.

P. Compensation Effective Date

1. The effective date for compensation actions is the effective date of the beginning of the pay period.
2. The effective date for compensation actions resulting from probation failure, to include, but not limited to involuntary demotion, will be the date of service of notice of probation failure to the employee.
3. The effective date for compensation actions resulting from the promotion of a County employee into the classification of Deputy Sheriff will be the first date of employment for employees newly hired into the classification. In the event an academy class for Deputy Sheriff consists of promoted employees only, the effective date for compensation actions will be academy orientation day.