

D. CLASSIFICATION AND COMPENSATION

GENERAL POLICY

It is the policy of Scott County to maintain a system for classifying and compensating its employees which is based on the principles of fairness and equity, and allows the County to recruit and retain qualified employees necessary for the fulfillment of its mission.

SCOPE

This policy is applicable to the following:

All employees responsible to the Scott County Board of Supervisors;

All employees responsible to a county elected office holder with the exception of the elected office holder themselves and deputies;

All employees not directly responsible to either the Board of Supervisors or an elected office holder and whose governing body and the Board of Supervisors has certified its applicability.

Whenever the provisions of this policy are in conflict with the Code of Iowa, or with a collectively-bargained agreement between the County and a certified bargaining unit, the provisions of the collectively-bargained agreement and/or the Code of Iowa will prevail.

JOB CLASSIFICATION PLAN

The County utilizes a classification system developed by Public Sector Personnel Consultants (PSPC) which reviews a position based on the market value of the classification and internal equity within the department and countywide.

The Human Resources Director is responsible for maintaining the job classification plan, including an analysis of the duties and responsibilities assigned to and the qualifications required of each position. Department heads shall cooperate with the Human Resources Department in maintaining an accurate and up-to-date job description for each regular position in the County table of organization.

As may be required in establishing new positions or reclassifying existing positions, the Human Resources Director shall provide recommendations to the County Administrator as to salary range that should be utilized for the position based on the market comparables and internal equity, both in the department and countywide. The review should consider any compression factors with the classification

attempting to maintain at least two grades between a position and the supervisor or subordinates.

ADJUSTMENTS TO A DEPARTMENT'S TABLE OF ORGANIZATION DURING THE BUDGET REVIEW PROCESS

Proposed changes to a department's table of organization, including the addition or elimination of positions as well as the upgrading or downgrading of existing positions, will normally be accomplished during the County's annual budget review process prior to the start of each fiscal year. Should a department desire to move an individual to a higher classification already in existence it may only be done through the budgetary process by requesting an adjustment to the number of FTEs in each classification.

Departmental requests for changes to its table of organization shall be included with its annual budget request utilizing the "organizational change request" form provided. Requests must be submitted in accordance with established time frames and should include detailed justification for the proposed changes. The Human Resources Director will study all proposed changes and provide a recommendation to the County Administrator. Changes of this nature require approval by the Board of Supervisors upon the recommendation of the County Administrator.

ADJUSTMENTS TO A DEPARTMENT'S TABLE OF ORGANIZATION OUTSIDE OF THE BUDGET REVIEW PROCESS

Proposed changes to a department's table of organization are normally accomplished during the annual budget review process, exceptions to this rule must meet at least one of the following criteria:

1. Situations in which there is an increase in the documented volume of work which could not have been forecast during the most recent budget review process. Requests of this nature should be supported by in-depth documentation of the increased workload, the formula or method used to determine the number of additional staff needed, and an explanation as to why the situation could not have been anticipated during the previous budget cycle.
2. Situations in which the requested change provides greater efficiency of operation and results in a net reduction in the number of FTE's in the department and/or a reduction in overall salary/benefit expenditures. Requests of this nature should include a specific description of the increased efficiency and how it will be accomplished.
3. Situations in which there is a change in personnel or a vacancy and a reorganization of the function is desired. Requests of this nature should include a detailed rationale describing how the reorganization improves operational efficiency, service delivery, supervision, or workload

alignment. The request should address the fiscal impact of the proposed change, including whether it results in cost savings, cost neutrality, or an increase that can be sustained within the department's existing and projected future budget.

4. Situations resulting from a change in external funding. Requests of this nature should identify the reason(s) for the change in funding and should set forth staffing alternatives to deal with such change.

The Human Resources Director will study all proposed changes under this section and provide a recommendation to the County Administrator. Changes of this nature require approval by the Board of Supervisors upon the recommendation of the County Administrator.

PAY PLAN

The County has adopted a fourteen (14) step wage scale with 2.5% between each step maintaining an approximate 40% overall spread between the top and bottom of the scale. The Human Resources Director shall maintain the scale annually by applying any cost of living adjustment to the scale as approved by the Board of Supervisors through the budget process. The midpoint of the range shall be considered step 7 of the range. Positions are assigned a particular pay range.

The Human Resources Director is responsible for maintaining the County pay plan and administering the pay practices and procedures established in this policy. This shall include advising departments on pay administration matters and conducting periodic salary surveys of comparable positions in other public and private organizations. The County pay plan will be updated annually and included in the official budget plan document.

Hourly pay rates for temporary, part-time and/or seasonal staff shall be established on an as-needed basis. The Human Resources Director shall recommend appropriate pay rates for such positions in consultation with the hiring department. Final approval shall be by the Board of Supervisors.

ENTRY-LEVEL PAY RATES

The entry-level or base pay rate for a new employee shall normally be the minimum in the pay range established for the position being filled.

A department head, subject to a recommendation by the County Administrator and approval by the Board of Supervisors, may make an appointment above the entry-level pay rate to midpoint for non-represented positions. Appointments above the entry-level pay rate will be considered when there are special labor market considerations or in recognition of a candidate's exceptional qualifications.

TRANSFERS

When an employee is transferred from one classification to another with the same pay range he/she shall continue to receive the same pay rate. The employee's anniversary date will not change. However an employee classified in a per needed or PRN position will have their anniversary date changed to their hire date as either a part-time or full-time employee eligible for step increases.

If the transfer is to a position with a different pay range, the employee's pay rate shall be modified as a "promotion" or "demotion".

Inter-departmental transfers require a minimum of two (2) week notice prior to the official transfer of an employee. However this time frame may be shortened or extended based on the staffing needs of the affected departments, after consultation with the Human Resources Director.

PROMOTIONS

When a fully-qualified employee is promoted from one class to another having a higher pay range, the incumbent's salary rate will be set at the minimum of the new pay range, or placed on a step in the new pay range of five (5) percent above the incumbent's current rate, whichever is greater providing it does not exceed the maximum in the new pay range. The employee will be given a new position anniversary date.

Inter-departmental promotions will require a minimum of two (2) week notice prior to transfer of an employee. However this time frame may be shortened or extended based on the staffing needs of the affected departments, after consultation with the Human Resources Director.

DEMOTIONS

When an employee is demoted for cause to an existing job classification with a lower pay range they shall be placed on a step in the new pay range with a pay rate decrease of at least five (5) percent. The employee will be given a new position anniversary date.

If the employee voluntarily demotes to a job classification they previously held they shall be placed on a step in the new pay range closest to their current rate of pay, unless the voluntary demotion occurs within 6 months of a promotion in which case they shall return to their previous rate of pay along with any COLAs that may have occurred. The anniversary date shall return to the original anniversary date.

If an employee applies for and obtains a new job classification with a lower pay range, the employee shall be placed on a step in the new pay range with a pay rate decrease of at least five (5) percent so long as the new rate is at midpoint or less. An employee who applies for a new position which results in a voluntary demotion

shall not be placed on a step higher than midpoint. Their anniversary date shall not change.

INTERAGENCY TRANSFERS

If an employee seeks to apply for and move from a position in the County to SECC or EMA, or conversely, their pay rate shall be as follows;

- movement to a position in a collective bargaining unit shall always result in moving to step 1 on the pay plan; or
- movement to a non-represented position shall result in a pay rate based on whether the new position is considered a promotion, transfer or voluntary demotion pursuant to this policy.

An employee who moves to an interagency position shall retain any vacation, sick leave or floating holiday accruals. The employee's vacation and sick leave accrual rate shall be based on their benefit accrual date established by Human Resources. Any compensatory time held by the employee shall be paid out at the time of the interagency transfer.

JOB RECLASSIFICATIONS

In the event of an upgrade resulting in a new pay range, the incumbent's pay rate will be set at the minimum of the new pay range, or at a rate of five (5) percent above the incumbent's current rate, whichever is greater providing it does not exceed the maximum in the new pay range. The incumbent's anniversary date in the position will not change.

In the event of a downgrade resulting in a decrease in the pay range, the incumbent's shall be placed on a step in the new pay range closest to their current pay rate. The incumbent's anniversary date in the position will not change. If the employee's pay range is lowered as part of a salary or market study, the individual's salary shall be "red circled" and not eligible for step or cost of living adjustment (COLA) until the individual's salary is within the new pay range.

In the event a position is officially removed from a certified bargaining unit, the incumbent's pay rate will not change, but will establish a step on the new range. If the incumbent's pay rate is below the minimum pay rate in the new range, the incumbent's pay shall be set at the minimum.

TEMPORARY ASSIGNMENTS

Department heads may assign employees from one job to another for the following reasons:

1. To temporarily fill a vacancy or replace an employee who is absent due to illness, training or leave of absence.
2. To observe the performance of an individual for the purpose of

determining employee potential and ability to assume the duties and responsibilities of a vacant position on a full-time basis.

3. To complete short-term assignments such as special projects, or to assist in relieving a back-log of work over a short period of time.

In the event an employee is temporarily assigned to a position with a higher pay range for more than ten working days, and the employee is fully performing the duties of such position, the employee shall be paid, beginning on the eleventh working day, at the rate of pay the employee would have received if promoted to that position.

For purposes of applying the ten working day threshold, temporary assignment days to a higher pay range may be accumulated on an intermittent basis over the course of a fiscal year. Once an employee has fully performed the duties of a higher pay range position for a total of more than ten working days in a fiscal year, consecutive or non-consecutive, the step-up rate shall apply beginning on the eleventh working day. Accumulated temporary assignment days shall reset at the beginning of each fiscal year.

When a temporary assignment to a higher pay range position is anticipated to exceed ten consecutive working days, the department head may, with prior approval from the Human Resources Director, authorize step-up pay effective on the first day of the temporary assignment rather than beginning on the eleventh working day.

This provision is intended to recognize extended temporary responsibility and does not create an entitlement to step-up pay absent approval by the Department Head and Human Resources.

If the temporary assignment is that of interim or acting department head due to a separation, the individual shall be placed immediately upon vacancy on a step within the new range equivalent to ten (10) percent, without exceeding the maximum of the range.

Upon conclusion of the temporary assignment, if the employee is returned to his/her previous position, the employee will receive his/her former rate of pay plus any earned increments that might have accrued during the temporary assignment.

Employees temporarily assigned to a position of the same or lower pay range than their present position will maintain their current salary.

ADMINISTRATIVE PROCEDURES

1. Processing step increases. The Human Resources Department shall process step increases for employees annually on the employee's position anniversary, not necessarily the hire date. County departments shall notify Human Resources one (1) month in advance of an employee's

anniversary date if they anticipate an employee will not score an average of 3.0 "Meets expectations" on the performance evaluation. Advancement to the succeeding pay step will be processed on schedule by the Human Resources Department unless the appropriate department head advises otherwise.

2. Processing upgrades at the beginning of the fiscal year. The Human Resources Department shall notify County departments in advance of upgrades, including those implemented at the beginning of the County's fiscal year. For salary administration purposes, it is important to note that the County's July 1, Cost of Living Allowance must be applied prior to the calculation of the position upgrade. The upgrade shall then be calculated as addressed in the previous Job Reclassifications section.