

**Subject: WAGE AND SALARY ADMINISTRATION**

**Date: May 11, 2011**

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**Replaces Policy Dated: May 13, 2009**

**PURPOSE:** To establish a policy governing the creation and maintenance of a wage and salary plan for Pinal County positions.

**STATEMENT OF POLICY:** The Human Resources Department develops, maintains, and modifies, as necessary, a non-discriminatory, uniform, and equitable wage and salary plan.

**SCOPE:** The wage and salary plan applies to all Pinal County positions with the exception of Elected Officials, the County Manager, and the Deputy/Assistant County Managers.

**PROCEDURE:**

**I. Classification**

County positions are allocated to an individual job class, or to a group of positions having similar duties, levels of skill, and responsibilities based on the position descriptions developed within each department. Class specifications are then developed based on these position descriptions. The group of positions allocated to a common class with a set of specifications, or class description, is then assigned a single pay range within the County compensation plan.

Elected Officials, Deputy/Assistant County Managers and Department Directors are responsible for ensuring that the contents and intent of each classification specification assigned to positions under their direction correctly reflect the duties and responsibilities being performed in each position.

Elected Officials, Deputy/Assistant County Managers and Department Directors shall be responsible for informing the Human Resources Department in writing of changes in a position's duties/responsibilities in their office or department that might possibly affect the classification of such a position.

The Human Resources Director may initiate a classification review to update and modify classification specifications or any component of the classification as is deemed necessary.

If any Elected Official, the County Manager, Deputy/Assistant County Manager, or Department Director desires that a position be reviewed for a possible reclassification, they will forward a request to the Human Resources Director. The request should state the employee's name, current classification, requested classification, and the basis for the request.

Reclassification reviews will be conducted no more frequently than once yearly, at a time determined by the Human Resources Director. Individuals scheduled for reclassification review will be required to complete a Pinal County Position Survey Questionnaire completed by the incumbent or immediate supervisor if the position is vacant, and reviewed and signed by the Elected Official, County Manager, Deputy/Assistant County Manager or Department Director.

Upon receipt of the above documentation, the Human Resources Director or designee shall review the information provided. Additional information and/or a position audit may also be required. Following the position review, the Human Resources Director, or designee shall make any changes to the classification specification, evaluate the position and determine the proper class allocation.

A reclassification may result in one of four actions: (1) no change; (2) a change in classification specification with no change made to pay grade; (3) change in pay grade upward; (4) change in pay grade downward. If a classification action results in a change in pay grade, the corresponding change in the incumbent's salary will be to the new grade at their current pay rate or at step 1 of the new grade,

whichever is higher. An incumbent's salary will not be decreased in the event that a classification is downgraded. If a classification results in a change of range upward, the requesting department will be responsible for funding the increase and including additional funds that are necessary in the budget request for subsequent years. Requests for any additional funding in current or future budget years must be transmitted to the Budget Office for review and forwarding to the County Manager for action by the Board of Supervisors as may be required.

Effective dates for classification changes will follow conclusion of a classification review/study and shall not be made on a retroactive basis.

## **II. Job Evaluation**

Job evaluation is a system used to determine the relationship of each job relative to all other jobs in the County without regard to the incumbent in the position. The Human Resources Director, with the approval of the County Manager, is responsible for selecting the method of job evaluation.

## **III. Pay Structure**

The Human Resources Director, with the approval of the County Manager, is responsible for establishing a pay structure based upon job evaluation results.

Each position is assigned a pay grade consisting of 14 steps. The range between steps is 2.5%. An employee moves along the range until step 14 is reached.

## **IV. Starting Pay**

This sub paragraph applies only to the employment of applicants who are not county employees. Salary administration guidelines for the promotion, demotion, or transfer of county employees are addressed in sub paragraph V. and VI. below. Department Directors are authorized to hire employees up to step 3 of the applicable pay grade as long as the candidate has extensive experience that he/she brings to the position. Deviation from this guideline requires written County Manager approval.

## **V. Promotions/Transfers/Changes in Career Path/Demotions**

A promotion is defined as a change in the assignment of an employee from a position in one class to a position in another class having a higher range of pay. Department Directors are authorized to promote county employees up to step 3 of the applicable job grade as long as the candidate has extensive experience that he/she brings to the position. If the employee is already being paid more than step 3 of the new range a promotional increase of 5% will be given.

A transfer is defined as a change in the assignment of an employee from one position to another position in the same pay grade. An employee who is transferred will normally be compensated at the same rate as for his/her previous position. Exceptions to this provision will be evaluated on a case-by-case basis and must be approved by the County Manager.

There are occasions where it is advantageous for an employee to accept assignment into a classification which offers greater career opportunities. In these instances such a position may have a range of pay that is below, equal to or above the employees existing classification. An employee transferred under this section will be subject to a salary adjustment in order to align the salary to the new pay grade minimum and maximum requirements, as a result promotional increases cannot be guaranteed and reductions in annual salary may be made to ensure internal equity is maintained with other employees assigned to that classification series.

A demotion is defined as a change in the assignment of an employee from a position in one class to a position in another class having a lower range of pay. An employee who is demoted either voluntarily or as a disciplinary measure will have their compensation reduced commensurate with the size of the demotion.

Changes in status such as Promotions/Demotions/Transfers must be made effective at the start of a regular pay period. If an action is submitted to change an employee status at any time other than the beginning of a pay period, the effective date will be adjusted to the first day of the pay period in which the change occurs.

**VI. Length of Service Awards**

An employee who has been in full-time status for a period of twelve consecutive months may be eligible for a length of service award on his/her anniversary date of the fiscal year in which funding for length of service increases were authorized by the Board of Supervisors. The length of service award will be a one-step increase for each year of service within the pay range.

Such an increase is an award for employee performance that meets or exceeds standards set by the department and evaluated on the Pinal County performance appraisal form.

It shall be the responsibility of the Elected Official, Deputy/Assistant County Manager, or Department Director to ensure that employees receive performance appraisals at the appropriate interval for the purpose of length of service increases. The appraisal is required regardless of a change in supervisory personnel. Supervisors who fail to conduct performance appraisals of their subordinates will forfeit their length of service award for a period equal to the amount of time the required evaluation is late.

**VII. Cost of Living Adjustments**

Cost of living increases may be given with the approval of the Board of Supervisors. Cost of living increases are not automatic and are based upon the County's ability to fund such increases.