

Kingman County
Kansas
Personnel Policy Manual

Policy # 8
Compensation Plan

Commission Approval
Date: 10-12-2010

8 Compensation Plan

8.1 Introduction of Compensation and Pay Plans

Compensation for County employees and elected officials is determined by three methods, all subject to the County Commission approval, budget authority and salary plan rules and pay ranges.

Pay Matrix: This plan governs wages for non-elected County employees not included in the Management Plan.

Management Plan: This plan governs wages for all Department Heads and management staff as designated by the Board of County Commissioners. (BOCC)

Elected Officials: Elected Officials' salaries are established annually by the County Commission and adopted by Resolution.

8.2 Pay Matrix Plan

A. General Description

The objective of the Pay Matrix Plan is to provide standardization of pay by assigning positions to job classifications based and graded on the similarity of tasks performed, responsibilities and job qualifications. Each position will be assigned to an appropriate Classification according to the general character of the position, the regularly assigned duties and responsibilities and the knowledge, skills and abilities required of an individual to fill the position.

The county's Classification system will serve as the basis for recruitment, selection, promotion, transfer and other personnel actions. The Human Resources Administrator (HRA) will maintain the official set of all approved Classification Specifications.

B. Labor Market.

The primary surrounding counties and comparable county size plus the local labor market area shall be surveyed as needed for wage comparisons of all the various classifications in the County classification system by the HRA. Job duties of all positions in the labor market are compared to the County classifications and raw salary data is obtained. Salary grades for each County classification are then established based on the raw salary data. The pay matrix grades and salaries will be reviewed to reflect labor market and other considerations such as recruiting experience, availability of employee's in particular occupational categories, and employee turnover.

C. Pay Matrix.

The Pay Matrix consists of 17 pay grades. Each grade is 3% greater than the lower grade. Each grade consists of 24 steps from the entry to maximum pay rate. Each step on each grade is a calculated 3% increment over the previous step. Each grade is marked by entry pay, maximum entry pay, and maximum pay.

D. Determination of Salary Increases.

Salary increases are granted depending on the amounts budgeted and approved by the BOCC, and based upon the Performance Evaluation received by employee. Increases may take the form of merit/step increases, general increases, reclassifications, or promotions.

E. Entrance (Hire-In) Pay.

New appointments shall be made at the minimum step of the appropriate pay grade whenever possible as determined by market conditions. The Department Head with the assistance of the HRA and with approval of the BOCC, may authorize appointment above the minimum rate in recognition of exceptional qualifications or experience of a candidate, provided, however, that no appointment shall be made higher than Step 6. The only exception would be for the BOCC to approve a "variance" in order to be competitive and establish a pay grade above Step 6 to secure a desired applicant as an employee.

Part-time employees will be reviewed, prior to hiring, on a case by case basis by the Department Head and the BOCC for an agreed upon entrance pay. Federal Minimum Wage will be a base starting point and the job complexity of the position will be reviewed to determine what wage would be required to attract a desired individual. This will be decided upon prior to advertising for the position.

F. Types of Personnel Actions Affecting Compensation.

Several types of personnel actions may affect compensation: merit/step increases, general increases, reclassifications, promotions, and demotions.

1. **Merit/Step Increases.** Merit/step increases can be given to individuals to show an 'upward movement' upon satisfactory completion of either an initial introductory period within the first year **or** for a continuous exceeded job performance. Under normal circumstances, merit / step increases request shall be presented to the BOCC prior to scheduled dates of January 1 or July 1 by the Department Head. These requests must be planned and budgeted in the preceding year.

Within the introductory period, the Department Head must outline specific "training" or "skills" the employee must successfully meet or complete during set dates within their first year of work. That training or skills may include things such as: attendance at specific training, acquisition of proficiency in specific skills, such as driving a certain type of vehicle, completing a certain task, or customer interactions skills.

Within continuous exceeded job performance the Department Head must outline specific areas that demonstrate how the job performance has been exceeded and for what period of time.

The Department Head is required to utilize a year end Performance Review or the 3 month Performance Review requirement depending on when a new employee is hired, (Policy # 7.2 & 7.8) to document progress in attaining these skills and overall performance to the BOCC when presenting a Merit / Step increase recommendation.

The Commissioners may approve Merit/ Step Increases, yet nothing herein shall be construed as requiring that one type of increase be ordered as a prerequisite to the giving of another.

2. **General Increases.** Employees may normally expect to advance through the Pay Matrix on a general schedule of pay increases based upon satisfactory performance. This is not guaranteed, but depends on meeting or exceeding expectations in performance of duties and availability of funds as designated and budgeted by the BOCC. If a General Increase is less than or more than 3%, the matrix will be changed accordingly to the actual rates as to which the % increase figures at all matrix step levels.

In every case, the Department Head shall certify to the HRA that the employee's performance has met or exceeded expectations prior to granting the increase.

General step increases **will not** be granted if an employee receives an evaluation that contains overall performance needing slight or major improvement rating.

In such case, the employee shall be placed on special Performance Improvement Plan period determined by their Department Head. Upon satisfactory completion of the special Performance Improvement Plan period, the employee may receive a salary increase as designated and budgeted by the BOCC.

3. **Reclassification for experienced employees.** Department Heads will be responsible for recommending the reclassification of a position to the HRA and BOCC. Positions may be reclassified as necessary to keep the plan accurate. Reclassification shall be done when duties, responsibilities, and requirements assigned to a position have been increased, reduced or otherwise modified to the extent that the position no longer is adequately described by the original class specification. Under normal circumstances, reclassification requests must be planned and budgeted in the preceding year. Department Heads must analyze department functions to assure that work is appropriately distributed according to position classification and that the Position Description matches the increased or decreased responsibilities.

The pay rate of an employee whose position has been reclassified to a higher classification shall be determined in the same manner as a promotion (see F # 4). The pay rate of an employee whose position has been reclassified to a lower classification shall be determined in the same manner as a demotion.

4. **Promotions.** All employees shall be eligible for promotion to a higher classification for which they are moved to perform and are qualified.

A "walk-back" method shall be utilized for employees receiving a promotion. An employee promoted to a higher classification may be moved back by the equivalent of one step for each higher salary grade into which the employee is promoting. No employee who has attained Step 2 on the matrix at the time of promotion shall be moved back past step two in a promotional move. However, the County reserves the right to determine an appropriate

pay rate within the hiring pay range in consideration of organizational structure and internal equity at the time of promotion with approval of the BOCC.

Under no circumstances will an employee be "promoted" to a job for which there is no Position Description or change in job description.

5. **Demotions.** Employees may be demoted to a classification with a lower pay grade for the following reasons and pursuant to provisions of this Policy.

A. Involuntary Demotions.

- (1) For unsatisfactory performance on the employee's job;
- (2) Due to reorganization and/or reclassification of positions at the discretion of the Department Head and County HRA; and
- (3) In the event that the employee, in the opinion of a medical professional, is either unable to perform the essential functions of the position or continued presence in that position constitutes a risk to the health and safety of fellow employees or the public and a suitable position exists and is available for which the employee is qualified.

B. Voluntary Demotions.

An employee may request reassignment to an available vacancy for which he or she is qualified with Department Head's approval. An employee asking to be demoted to a lower classification shall be moved forward by the equivalent of one step for each lower salary grade into which the employee is demoting. However, the County reserves the right to determine an appropriate pay rate within the hiring pay range in consideration of organizational structure and internal equity at the time of demotion with approval of the BOCC.

6. **Transfers.** The salary of the employee who is transferring to a position within the same pay grade will remain the same.

7. **Training and Professional enhancement.** Under no circumstances will an employee receive an increase in salary or wage in any year during which the employee refused or otherwise failed to attend required training or other professional enhancement courses or activities as directed by either the Department Head or the HRA. Any such circumstances must be reviewed immediately by the Department Head with the HRA to ensure that the employee fully understood that the training or education was mandatory or otherwise a department requirement.

G. Other Types of Compensation or Reward.

Longevity pay for County Employees was made effective 1-1-01 by the BOCC. The pay will be based on full time employment date with continuous service as follows:

05 thru 09 years of service will receive \$10 / year.

10 thru 19 years of service will receive \$15 / year.

20 thru 29 years of service will receive \$20 / year.

30 thru 39 years of service will receive \$30 / year.

40 thru 49 years of service will receive \$40 / year.

This pay will be paid one time a year with the December pay check. If a person retires the longevity pay will be paid at same time as retirement pay.

8.3 Management Plan

A. General Description

Department Heads and management staff, as identified by the Human Resources Administrator, are placed in a broad-banded salary range. Wages for these employees are subject to negotiations with the Department Heads, Human Resources Administrator and the BOCC. Wages are established based on performance, negotiations, and market data.

8.4 Elected Officials

A. General Description

Elected Officials' salaries are established annually by the County Commission and adopted by Resolution. Upon request, the Human Resources Administrator will assist in providing market or other data to the BOCC for their consideration in determining salaries for elected officials.