

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 the Hay Guide Chart-Profile Method of Job Evaluation for evaluating and classifying positions, based on the position's job description. Under the Hay system, each position is evaluated and assigned a point total based on the "know-how" required for the job, and the degree of "problem solving" and "accountability" present in the job. The resulting Hay point value assigned to the position is the basis for determining an appropriate pay range (see section below entitled "Pay Plan").

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 appropriate Hay point values for all regular positions in the County service. All Hay point values (and resulting pay ranges) require approval by the Board of Supervisors upon the recommendation of the County Administrator.

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.

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 will generally be limited to one of the following:

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 key personnel and a

reorganization of the function is desired. Requests of this nature should include a detailed rationale as to the benefits of reorganization.

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.
5. Situations in which there has been a significant and unanticipated increase in the duties and responsibilities assigned to a given position, as verified by a job audit conducted by the Human Resources Department. Requests of this nature should include specific justification for the necessity of increasing the duties and responsibilities of the position rather than assignment to a higher level position and should address why such changes were not anticipated during the previous budget cycle.

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

As noted earlier in this policy, Scott County utilizes the Hay system for evaluating and classifying positions, the Hay point value assigned to a position determines the midpoint of the pay range for that position. In addition, as may be necessary to recruit and retain qualified staff in a given occupational area, the County also may take into consideration the market value of a job in the relevant labor market area in establishing an appropriate pay range.

Once the midpoint in the pay range has been established, the minimum in the pay range is calculated at 85% of midpoint. For non-union employees the maximum in the pay range is calculated at 115% of midpoint.

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 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 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. 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.

Conversely, a department head may make an appointment below the minimum in the established pay range, subject to a recommendation by the County Administrator and approval by the Board of Supervisors. Appointments below the entry-level pay rate will be considered when none of the applicants possess the minimum qualifications established for the position, or for the purpose of developing a current regular employee who does not possess the minimum qualifications but who has demonstrated an aptitude and ability to successfully perform the work.

TRANSFERS

When an employee is transferred from one class to another within a Hay point pay range within ten points, he/she shall continue to receive the same pay rate. If the transfer is to a position with a Hay point differential of more than ten points the employee's pay rate shall be modified as a "promotion" or "demotion". The employee's anniversary date in the position will not change.

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 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 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 reasons other than cause to an existing job classification with a lower Hay point value their salary rate shall be established at the same percentage of midpoint in the new pay range or the equivalent of the years of service. The employee's anniversary date in the position may or may not change depending on the circumstances involved.

JOB RECLASSIFICATIONS

In the event of an upgrade resulting in an increase in Hay point value, 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 Hay point value, the incumbent's pay rate will be reduced to the same percentage of midpoint in the new pay range as the employee occupied in the old pay range prior to the downgrade. The incumbent's anniversary date in the position will not change.

In the event a position is officially removed from a certified bargaining unit, the incumbent's pay rate will not change, but will establish their percentage of midpoint in 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 at the same rate of pay, starting with the eleventh working day, that he/she would have been paid if promoted to that position.

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.

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

ADMINISTRATIVE PROCEDURES

1. Processing bargaining unit step increases. The Human Resources Department shall notify County departments one (1) month in advance of those employees scheduled to receive a pay step increase pursuant to relevant pay schedules in collective bargaining agreements between the County and its certified bargaining units. 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 performance-based pay adjustments. The Human Resources Department shall notify County departments one (1) month in advance of those employees scheduled for a performance evaluation pursuant to the County's performance appraisal policy. The department also will be furnished with the appropriate appraisal forms. Departments are responsible for returning the completed appraisal forms and recommended salary adjustment to the Human Resources Department by the date indicated on the forms. All recommendations for performance-based pay adjustments must be adequately documented prior to being processed by the Human Resources Department.
3. 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.