



## **Pay Administration Policy**

### Purpose

The classification plan is an occupational inventory of positions within county government. It is a fundamental tool of personnel administration in that it makes possible standardization of class titles for purposes of personnel recordkeeping, pay administration, organizational structure and related personnel administrative objectives.

### Eligibility

All regular employees of Seminole County Government Board of County Commissioners fall within the guidelines as set forth herein.

### Philosophy of Pay

Seminole County Board of County Commissioners utilizes a broad band pay plan that strives to compensate employees at the market rate based upon their qualifications.

Seminole County will support the compensation philosophy of competitive salaries by annually 1) awarding merit based on performance (subject to Board of County Commissioners' approval), 2) conducting market surveys, and 3) providing salary analysis/budget recommendations.

### Establishment of Pay Levels

Pay levels are established two-fold: 1) Positions that are substantially similar with respect to duties, responsibilities, authority and character of work are included within the same classification, and the same schedules of compensation may be made to apply with equity under like working conditions to all positions in the same classification. 2) Once like classifications have been assigned to pay bands, the second consideration is salary paid for these classifications in the market from which they are recruited. Identified below are the job descriptors of the pay band families for each pay band grouping.

#### *Pay Band A: General and Support Services*

Jobs included in pay band A generally involve labor and clerical work, including customer service responsibilities, general clerical and basic accounting duties, and maintenance duties.

#### *Pay Band B: Technical and Trades*

The Technical and Trades band, pay band B, includes skilled crafts employees and technical and trades work requiring training, technical education, and/or practical experience and application. Positions in this pay band also may supervise labor and maintenance positions in pay band A.

#### *Pay Band C: Program and Administrative Services*

Positions in band C perform a wide variety of work. These positions perform higher level clerical or administrative duties, lead or supervise positions in bands A and B, support or



perform coordination duties for technical or specialized programs, and perform pre-professional and paraprofessional work.

*Pay Band D: Professionals*

Pay band D includes professional positions that require degrees and higher education, and technical jobs requiring additional education or certifications. The technical jobs included in this band also are highly valued in the marketplace.

*Pay Band E: Managers and Advisors*

Positions included in pay band E are predominantly managerial staff but also include positions that perform substantial advisory roles. Jobs in this band typically require advanced education and/or experience.

*Pay Band F: Executives and Department Heads*

Pay band F almost exclusively comprises department heads and County executives. Levels 1 and 2 include department heads, and level 3 is reserved for the Deputy County Manager.

Pay Level Adjustments

Pay bands may be adjusted annually in accordance with the philosophy of pay for Seminole County and the County's budgetary needs. The Human Resources Director will recommend adjustments in the salary schedule to the County Manager for approval and adoption by the Board of County Commissioners. The adjustments do not change the pay bands to which jobs are assigned nor do they result in automatic changes to individual salaries unless salaries drop below the new pay band minimum.

Job Description and Job Evaluation Process

An employee completes an on-line Job Assessment Tool (JAT). This form is used to assess the level of responsibility, knowledge, and other factors of the position. This form is a tool wherein mathematical computations are determined based on various factors of the job. The factors equate to a point value from which a pay band assignment is determined. Other factors may be taken into consideration as well.

Job descriptions are developed from the Job Assessment Tool (JAT). Completed job descriptions may be found on the internet site for the Human Resources Department <http://www.seminolecountyfl.gov/hr/hrjobdesc.asp>.

Review Schedules

Most employees must serve an initial probationary period of six months (certain employees must serve a one year probationary period). All employees should be (excluding at-will employees) evaluated quarterly (every three months). At the beginning of employment, a performance planner is developed to review with the employee the expectations of performing their job. Once an employee has annualized to an October 1<sup>st</sup> anniversary date, this same process continues throughout their employment.



## Annual Compensation Policy

The Compensation Policy is three-tiered. The distribution of salary dollars must follow these rules:

- COLA (cost-of-living adjustment) Increase (top 80% of workforce);
- Advancement Increase (top 50% of workforce); and
- Performance Bonus (top 20% of workforce).

The COLA Increase amount is recommended based on the Cost of Living Index for Urban Areas, Southeast Region of the US.

The Advancement Increase is an amount to move employees through the pay plan. The amount of increase ranges from one to five percent.

The Pay for Performance Bonus is not included as part of the employee's base salary or rate of pay. It is a one-time payout. No single employee should receive a performance bonus that is more than 10 percent of their total salary.

Provided sufficient dollars are available, managers may give additional salary adjustments during the year. This may be to reward an employee for receiving an additional certification, moving out of an underslotted position for which the employee has gained sufficient experience, or other similar situations. Dollars available may come from savings in the difference between budgeted dollars and at what an employee is hired. However, lapsed salary dollars attributed to vacancies may not be used.

## Lump Sum Payment

A lump-sum payment is a one-time monetary award given to an employee, separate from base salary. A lump-sum payment is not a bonus but rather a way to compensate employees whose annual salary increase, if added to their base pay, would extend beyond the pay band maximum.

## Definition of Terms

**Broadband** – A broadband is a single, large salary range spanning the pay opportunity formerly covered by several separate salary ranges. A broadband structure classifies jobs into a few wide bands, rather than many narrowly defined salary ranges.

**Compa-ratio** – A percentage determined by taking the current salary and dividing it by midpoint of pay band.

**Job Analysis** -- The process of gathering sufficient information about a position to fully understand its function, duties, responsibilities, requirements, and environment. Additionally, a position's exemption status (paid for overtime or not) is determined under Fair Labor Standards Act guidelines.



**Job Description** -- A job description is a record of the information gathered during the job analysis process. Employees who hold the job are responsible for updating their job descriptions. Seminole County's job descriptions are available on both the intranet/internet. Human Resources is responsible for job description maintenance.

**Market rate** – The rate paid based on a percentage as determined by the organization. Seminole County agrees to pay at the 50th percentile which is the median wage or value below which fifty percent of workers in an occupation earn.

**Reclassification** – A reclassification is a change made to a position which encompasses a title change or a pay band change. Upward reclassifications will only be considered if a 25% or more change in type of job duties has occurred.

### Processes

#### New Hires

Department directors have the latitude to hire from the minimum of the pay band assigned to the position classification, up to 10% above the minimum. If the position's budget is higher than this amount, then the department director may hire a new employee up to the budgeted amount. Lapsed salary dollars due to vacancies or from annual salary adjustment monies are not permitted to be supplemental dollars to be applied during the hiring process.

**Promotion** – A change in positions is considered a promotion when the pay band of job classification has changed. An employee who is promoted may receive an increase in pay between 5% and 10%. The selection document needs to have sign-off of the HR generalist who represents the department to confirm the dollars are within the recommended range.

**Transfer** – A transfer is defined as moving to another position in the same or lower pay range. The job title may or may not change. Employees transferring may continue to retain their current rate of pay provided it does not exceed the maximum of the pay band. Salary increases are not generally associated with lateral transfers; however, exceptions may be considered by the Department Director with approval of the Human Resources Director.

**Demotion** – A demotion is a change in positions where the position the employee is moving to is in a lower pay band. This may occur voluntarily or involuntarily. Employees transferring may continue to retain their current rate of pay provided it does not exceed the maximum of the pay band.

**Underslot** – Temporarily moving a position to a lower level and band to accommodate the incumbent who is not yet fully meeting the minimum requirements of the job.

**Reclassification** – A reclassification is a position's movement to either a lower or higher pay band as a result of change to the duties performed and the value placed therein. The salary of the member must remain at or above the minimum of the new pay grade and shall not exceed the maximum of the new pay grade.



### Approval Authority

Promotions, transfers, and demotions are approved by the receiving department director. Title changes to existing job titles within the same pay band may be requested by Department Directors and shall be approved within the HR Department.

The reclassification process is conducted once annually concurrent with the annual budget cycle in the spring. A section entitled Classifying Jobs covers the complete reclassification process.

### Maintenance of the Pay and Classification Plan

The Plan shall be maintained so that all positions substantially similar with respect to duties, responsibilities, authority and character of work are included within the same classification, and that the same schedules of compensation may be made to apply with equity under like working conditions to all positions in the same class.



## CLASSIFYING JOBS

### DEFINITION

Position classification is the determination of the appropriate classification for a position based upon the work assigned. There are two types of classification – assignment of **new positions** and **reclassification of existing positions**.

### PROCESS

1. New positions and reclassifications are considered each fiscal year during the budget process and changes are effective commencing the first day of the new fiscal year.
2. The initiating department first has a conversation with their HR generalist and presents the facts as to why a job review is being requested. The HR generalist will assist in evaluating the request and may assist the department in putting together the necessary documents to be submitted to begin the process.
3. For reclassification consideration, the position must first meet criteria for a 25% or greater change in the duties of the job.
4. The department submits a summary containing the following:
  - From and To Position Title
  - From and To Pay Band
  - Nature of Change Being Requested (see examples below)
  - Funding Impact

Examples:

- i) a restructuring of the positions within a department (reorganization);
- ii) position may have taken on additional duties and responsibilities (upward reclassification);
- iii) the level of duties has decreased (downward reclassification);
- iv) the current job title does not accurately reflect the duties of the position.

A completed Job Assessment Tool (JAT). Availability to this document must be first set up by Human Resources.

The current and proposed job descriptions with changes highlighted. The proposed job description should be provided in duplicate: one printed copy to be included with the JAT packet; and one digital copy emailed as an attachment to Marie Fox, Compensation and HR Systems Coordinator.



The current and proposed organizational structure with changes highlighted for the affected division or department.

- b) This packet is forwarded to the Human Resources generalist.
  - c) Packets received incomplete will be returned to the requesting department. Reclassification requests will be considered provided that the written request and all related documents/information are provided by the deadline established each year by Human Resources.
5. The Human Resources generalist reviews the request and forwards to the Compensation and HR Systems Coordinator.
  6. The request is reviewed for completeness. To ensure integrity of the Classification Plan and to maintain internal equity, after initial evaluation of the JAT, a thorough research and review of existing classifications within the class series, division/department-wide, or county-wide is conducted to determine: (1) If the initial evaluation is commensurate with similar jobs, or (2) If there is an existing position within division/department who is responsible for proposed duties described. At this time, if necessary, market data will be collected.
  7. Market data from sources other than Human Resources will not be taken into consideration.
  8. The recommendation for approval by Human Resources will be decided at a separate meeting. The Human Resources staff will meet to discuss all the reclassification requests and will, by consensus, make their recommendation.
  9. The one-page summaries will be compiled into a packet for Budget Consensus Hearings. Only reclassifications with Human Resources recommendation for approval will be presented at the Budget Consensus Hearings.
  10. Concurrent with Budget Consensus meetings, departments are afforded the opportunity to present their reclassification requests to the County Manager, who is final authority. The County Manager renders a decision.



(DEPARTMENT LETTERHEAD)

**SAMPLE MEMORANDUM REQUESTING  
POSITION RECLASSIFICATION**

Date

TO: Human Resources Director

FROM: Department Director

**Reclassification Request**

The (department name) is undergoing a reorganization. The following positions are impacted by the proposed changes:

FROM	TO	INCUMBENT
(list)		

For those positions that have a proposed upward band change, funding of a 5% increase from one-percent adjustment monies is available. The total dollar impact is \$\_\_\_\_\_. For those positions being reclassified downward, a salary adjustment is to occur only if the employee's present salary exceeds the maximum of the proposed pay band.

The completed summary and back up information is enclosed.

**-OR-**

The (job title), incumbent (name), has taken on added duties and tasks during the last three years. Because of these new responsibilities, I am requesting Human Resources conduct a job audit for possible reclassification. No salary change is being requested.

The completed summary and back-up information is enclosed.

**-OR-**

Tasks performed by the incumbent have been reduced and a downward reclassification is being considered. A salary reduction is not being requested. The completed summary and back-up information is enclosed.

Please direct any questions you may have regarding this request to (Name), (Phone No.).