

Eastern Idaho Public Health District Employee Compensation Plan

Agency Policy

It is the intent of Eastern Idaho Public Health District (EIPHD) to provide a competitive employee compensation and benefit package that will attract qualified applicants; retain employees who have a commitment to public service excellence; motivate employees to maintain high standards of productivity; and reward employees for outstanding performance. Maintaining a competitive compensation system is based on the following standards:

1. Advancement in pay shall be based on job performance and market/policy changes.
2. Pay for performance shall provide faster salary advancement for higher performers based on a merit increase matrix. **(Appendix B & C)**
3. Employees whose performance meets expectations and are further from the state's policy shall move toward the midpoint at a faster rate than those employees receiving the same performance rating. **(Appendix C)**

EIPHD agrees with the state philosophy (IC 67-5309A) that it is vital to fund necessary compensation adjustments each year to maintain market competitiveness in the compensation. In order to provide this funding commitment in difficult fiscal conditions, it may be necessary to increase revenues, or to prioritize and eliminate certain functions, programs or reduce the overall number of employees in a given year, or any combination of such methods. However, final implementation of such decisions is contingent upon Board approval.

It is the intent of this policy to ensure a consistent and fair approach to EIPHD's hiring process and to provide specific parameters which determines salary rates for newly hired and permanent employees.

EIPHD adopts of the Rules of Division of Human Resources and Personnel Commission, IDAPA 15.04.01 as required.

EIPHD compensation plan incorporates those items in Idaho Code 67-5309B. In addition to these rules and statutes, EIPHD has also adopted the following items.

Starting/Entry Salary Decisions

EIPHD hires at a rate that reflects the quantity and quality of candidates' experience and education levels. Starting salaries are based on the worth of that particular job to our agency, and not altered to meet a job applicant's personal, non-job related situation or expenses. Advanced salary placement may be at the appointing authority's discretion considering available budget, market, applicant's work experience and qualifications, and relationship to existing staff salaries within the pay grade assigned to the employee's classification.

When filling a vacant position, candidates may be hired at one of three levels. The levels are:

1. **LEVEL 1:** Individuals who have little or no experience (< 2 years) should be hired at the beginning of the pay scale policy. Possible exceptions may include hard-to-fill positions, such as registered nurses or in difficult geographical areas.
2. **LEVEL 2:** Individuals, who bring a mid-level of experience to the position, or in hard-to-fill positions, may be hired up to 85% of policy, depending on work experience and education. (See Appendix A.) Division directors have authority to determine Level 2 pay, according to Appendix A, without further approval from District Director.
3. **LEVEL 3:** Individuals who have extensive experience and/or relevant education in hard-to-fill positions, may be hired above the beginning of pay scale or up to "Policy." The starting salary for anyone hired at Level 3 must be approved by Executive team.

In order to meet the intentions of Idaho Code 67-5309c(b), once hired, individuals may receive performance-based salary increases if their performance is evaluated as "Meets Expectations" or higher in all categories. Salary increases will be based on performance/merit, market/policy, and the district's Salary Distribution Matrix. (See Appendix B & C)

Existing Employees

Promotions

Upon promotion or in cases where a position class has been upgraded, the employee's salary will be increased, at a minimum, to the beginning of the new pay range, but in no case should the employee receive less than a 5% increase. However any additional increase greater than a 5% increase will be based on a case-by-case scenario with consideration of the promoted employee's current salary compared to other employees in like positions with similar education, experience, qualifications, market considerations, and budgetary constraints. Additional increases greater than 5% must have approval from the District Director.

New Hire Salary Inequity

There may be occasion when a new person is hired into a job class at a higher pay rate than existing employees doing the same job. The District Director may approve an increase in pay for the existing staff.

Advancement

No employee shall advance in pay without a performance evaluation on file certifying that the employee meets the performance criteria of the assigned position. Employees who have a DNA (Does not Achieve) ranking on the last performance evaluation will not receive any increase until such time the DNA ranking is improved to an APS (Achieves performance standards) or higher.

Pay for Performance

In conducting the required annual evaluation or probation evaluation, EIPHD will comply with the State's various performance standards levels.

Demotions

If a continuous status employee is demoted for disciplinary reasons, the employee's salary shall be adjusted within the lower pay range with approval from the Division Director and Director.

Acting Appointments

When an individual is appointed to an acting appointment, his/her salary would be at the discretion of the District Board of Health.

Reclassifications

When a position is reclassified to a class in a higher pay range, the employee's salary will be increased, if necessary, to the beginning of the new pay range. Any additional increase will be considered on a case-by-case basis and must be approved in advance by the Division Director and District Director.

If an employee's position is reclassified downward, the employee's salary will remain the same unless it is above the new pay range. In these instances, the employee's salary will be adjusted to the maximum hourly rate of the lower pay range.

Salary Increases-Conditional

Temporary increases may also be awarded in recognition of additional assignments or acting appointments.

Retention Pay

EIPHD will determine the need for retention pay on a case-by-case basis. These awards are typically lump sum. If an employee indicates another competitive job offer or if the Agency deems market conditions exist, management will consider a retention award based on the market for the particular job and the salaries of all other employees in the same classification. If such retention awards are deemed appropriate in order to keep existing staff, the awards will be considered for all employees in the same

classification, based on current contribution levels. Such program will be developed and awards distributed to all similarly situated staff. Retention pay may be granted when an employee has completed at least 6 months of work that achieves performance standards.

Performance Bonuses

EIPHD may use performance bonuses throughout the year to recognize and reward excellence. Amounts will vary and will relate to the base salary and the individual's performance on a project or overall basis. All performance bonuses will be based on the availability of funds. Performance bonuses up to a total of two thousand dollars (\$2,000) may be awarded to individuals each fiscal year, in recognition of excellent performance. A memo documenting such performance will be provided to the employee and placed in their personnel file.

Cost Savings Bonuses

EIPHD has a cost-savings bonus program in recognition of an employee's idea to save the District resources resulting in cost savings or greater efficiencies. Any bonuses (up to \$2,000) will be awarded after savings are recognized and verified, with distributions made out of associated budget category.

Salary Increases-Conditional

Temporary increases may also be awarded in recognition of additional assignments or acting appointments.

Geographic Pay Differential

In alignment with the District's mission, the Director may designate non performance related premium pay for work locations where recruitment and retention is difficult due to economic conditions and cost of living.

EIPHD will determine the amount of geographic pay for these locations using DHR salary survey data and economic indicators to determine eligible areas. For district specific classifications, the Director may designate a geographic differential for classifications with high turnover rates and extended vacancy rates.

All employees in the same classification and same work location shall be provided an equitable geographic pay differential. In classifications used by multiple agencies in the same work location, similarly situated employees must be treated consistently requiring negotiation for a mutually acceptable rate.

Geographic pay premiums are calculated on a percentage of base salary. Such percentage is translated to a cash amount per pay period and added to base pay.

Geographic pay is tied to work location. The geographic pay differential is discontinued when an employee takes an assignment at a work location not deemed eligible for a geographic differential. A geographic pay differential must begin and end at the start of the pay period and may not be divided by hourly or daily increments.

Shift Differential

Employees who have 50% or more of their assigned hours in a workweek occurring between 6:00 p.m. and 7:00 a.m. are eligible to earn shift differential for the entire week. Leave hours taken shall be regarded as having been assigned during the same hours that the employee would normally have worked.

An employee whose primary responsibility is to work in place of an absent employee whose assigned scheduled varies from nights, days, and/or swing shifts shall be eligible for shift differential compensation for all hours worked.

Shift differential compensation shall be paid to eligible employees at a rate of 5%.

Reinstatements

Employees seeking reinstatement will be addressed in the same manner as starting salaries.

On-call Time

On-call time will be granted to employees who are designated by their supervisor or the District Director to be on-call according to specific criteria for full or partial on-call shifts. The rate at which time off with pay will accumulate is one hour of On Call Time Earned (OCE) will be earned for each weekday during which an individual is required to be on-call; for each weekend day, two hours OCE will be earned, up to a total of no more than 9 hours per week. Any time actually worked while in on-call status will be coded on their time sheet as Actual time worked.

Overtime Pay

All employees will be informed of their status in relationship to overtime expectations as part of new employee orientation or pre-employment discussions. Unless cash payment is specifically authorized by the Director or designee, all overtime will result in compensatory time.

Comp Time

All employees, except executives, shall earn comp time when overtime is worked. Comp time balances in excess of forty (40) hours need to be discussed with the Division Director or Department Administrator to determine the need for continued overtime. No employee may be authorized to earn comp time when their balance exceeds 40 hours without written authorization from the Director.

Holiday Pay

Employees do not typically work on holidays. If such time is needed, employees must obtain authorization from division director or department administrator.

Internal Salary Equity and Concerns

All employees are encouraged to discuss concerns with their supervisor and/or manager to reach mutually satisfactory resolution at the lowest level possible. If an employee believes there is a problem with their compensation due to inequities within EIPHD, they are strongly encouraged to bring this issue to the forefront. No retaliation will occur for expressing such concerns or using the problem solving process. All requests for salary increases must be approved by the Division Director or Department Administrators, and then by the Director.

Annual Review

Members of District's Administrative Team will review this policy on a periodic basis and make **recommendations to the Board for adjustments** as appropriate.

APPENDIX A Hiring Salary Criteria for Level II Employees

NOTE: Increased percentage points may be granted by a division director for Level II employees if the employee has additional experience, education, skill, or licenses that would be of benefit to the agency and that are **NOT** a requirement of the job description.

| Education | % Allowed |
|--|------------------|
| For each degree above the job's minimum requirement: | |
| Technical Degree or Associate Degree | 2 |
| BS/BA | 2 |
| Masters Degree | 2 |
| Doctorate | 2 |
| | Maximum of 8% |
| Example: The job requires high school diploma and the individual has BS degree would equal 4% increase over job class' minimum wage. | |

| Experience | % Allowed |
|---|---------------------------|
| Each year of related experience | 2 |
| | Maximum of 5 years or 10% |
| Example: If the employee worked for another health department doing a similar job they could receive a 2 percentage point increase for each year worked up to maximum of 10% increase over job class position minimum wage. | |

| Bilingual | % Allowed |
|---|------------------|
| | 2 |
| | Maximum of 2% |
| Example: If clerical position was not required to be bilingual and the individual had bilingual skills that would be of benefit to the agency, they would receive 2% increase over job class position minimum wage. | |

| Certificate or Professional License | % Allowed |
|---|------------------|
| Related Professional License or Related Certification Only | 2 |
| | Maximum of 2% |

MAXIMUM CRITERIA PERCENTAGE ALLOWED OVER A JOB CLASS' MINIMUM WAGE IS

15%

Salary Distribution Matrix

APPENDIX B

Instructions: Enter performance rating and compa-ratio percentages (exact or estimated) until they both total 100%, then enter desired distribution percentages to get the "Distribution Breakdown" and "Estimated % Cost of Distribution". Make adjustments until the "Distribution Breakdown" and "Estimated % Cost of Distribution" are where you want them.

| | | Performance Rating Distribution | DNA | APS | SS | EX | Totals | |
|---------------------------------|--------|---------------------------------|----------------------------|--------------------|-----------------------------|-----------------------|---|--------------|
| | | | 5.0% | 19.0% | 49.0% | 27.0% | 100.0% | |
| | | Performance | | | | | | |
| | | | Does not meet expectations | Meets expectations | Solid sustained performance | Exemplary performance | | |
| Compa-Ratio Distribution | 2.11% | 101% -- 125% | 0% | 1.00% | 3.00% | 5.00% | | |
| | 22.58% | 91% -- 100% | 0% | 2.00% | 4.00% | 6.00% | | |
| | 47.73% | 81% -- 90% | 0% | 3.00% | 5.00% | 7.00% | | |
| | 25.00% | 70% -- 80% | 0% | 6.00% | 8.00% | 10.00% | | |
| Totals | 97.4% | Distribution Breakdown | | | | | | |
| | | | | | | | Performance | 44.4% |
| | | | | | | | Market | 55.6% |
| | | | | | | | * Estimated % Cost of Distribution | 5.52% |

* Assumes salaries are evenly distributed compa-ratios and performance ratings

APPENDIX C

EXAMPLE

Distribution Plan for an employee who receives achieves in performance evaluation.

| FTE | total hours | BASE SALARY | Current Salary | State Policy | amount above <below> State Policy | Compa Ratio | raise % by Matrix | Cents per hour raise per matrix | annual wage cost to raise District Staff remainder | Cost percent of total | Cost percent of total remainder | Total dollars annual raise per employee |
|-----|-------------|-------------|----------------|--------------|-----------------------------------|-------------|-------------------|---------------------------------|--|-----------------------|---------------------------------|---|
| FTE | | | | | | | | | | | | |
| 0.0 | 0 | | | | | | | | dollars avail | 6,000 | 6,000 | |
| 0.0 | 0 | | | | | | | | | | | |
| 0.1 | 208 | \$ 17.67 | \$ 18.72 | \$23.56 | (4.84) | 79% | 5.00% | 0.75 | \$ 156.00 | | 0.68% | 40.96 |
| 1.0 | 2080 | \$ 18.86 | \$ 20.96 | \$25.15 | (4.19) | 83% | 3.00% | 0.84 | \$ 1,747.20 | | 7.65% | 458.81 |
| 1.0 | 2080 | \$ 18.86 | \$ 26.74 | \$25.15 | 1.59 | 106% | | - | \$ - | | 0.00% | - |
| 0.8 | 1664 | \$ 18.86 | \$ 22.89 | \$25.15 | (2.26) | 91% | 1.00% | 0.23 | \$ 382.72 | | 5.46% | 327.72 |