

Eastern Idaho Public Health District Employee Compensation Plan

Fiscal Year 2015

Effective 4/10/14

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. The long-term success of this system is contingent on a strategy of reasonable and appropriate funding to compensate employees based on their performance relative to specific measurements and standards.

This compensation plan is an update of previous Compensation Plans developed and implemented by EIPHD. Several factors have influenced the development of this revised plan. These factors include:

- 95% of EIPHD's permanent employees are below policy for their pay grade
 - 22% are between 91-100% of policy
 - 38% are between 81-90% of policy
 - 29% are between 71-80% of policy
 - 5% are below 70% of policy
- For many positions, EIPHD personnel are paid less (in some cases significantly) than their peers in other Idaho Public Health Districts. In FY13, EIPHD had the lowest compa-ratio among all seven public health district at 84.7%. Other health districts range from 86.5% to 93.3%.
- Several health districts have adopted policies of starting salaries at either 75% or 80% of policy.
- Over the past five years, EIPHD has made the decision to critically analyze filling positions as they come open due to retirement, resignations, etc. As a result, many staff members have assumed additional responsibilities, with no increase in compensation for the added workload.

AGENCY POLICY

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 and incorporates into its Compensation Plan those items in Idaho Code 67-5309B. In addition to these rules and statutes, EIPHD has adopted additional guidelines which are outlined in this plan.

SECTION 1: STARTING SALARY DECISIONS

EIPHD hires all employees, permanent and temporary, 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. EIPHD adheres to all state and federal wage laws.

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

- LEVEL 1:** Generally, individuals should be hired at **70% of** the job classification's pay scale. Possible exceptions may include hard-to-fill positions or those in difficult geographical areas, which would fall under Level 2.
- LEVEL 2:** Individuals that bring a level of experience to the position or those being recruited for 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 in accordance with the District's "Hiring Salary Criteria for Level II Employees" found in Appendix A, without further approval from District Director. Any variation from the criteria must be approved by the District Director.
- LEVEL 3:** Individuals that have extensive experience and/or relevant education, or are being considered for 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 the District Director.

Minimum Salary

EIPHD has set its minimum salary to \$10 per hour. No permanent employee will be hired below this rate.

Appointed Positions

When an individual is appointed by the agency's Board of Health to a permanent position, his/her salary would be at the discretion of the District Board of Health.

SECTION 2: EXISTING EMPLOYEES

Acting Appointments

An employee serving in an elevated classification in an acting capacity will be paid in the new pay grade as though he or she had actually been promoted. At the expiration of the acting appointment, the employee will be returned to the class, pay grade, and pay rate held immediately preceding the acting appointment.

Compensatory Time

All employees, except executives, shall earn compensatory (comp) time when overtime is worked. Division Directors should monitor the accrual of comp time by their employees and discuss employees' comp time balances in excess of forty (40) hours with the District Director

to determine the need for continued overtime. No employee may be authorized to earn comp time when his/her balance exceeds 40 hours without written authorization from the Director.

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.

Holiday Pay

Employees do not typically work on holidays; however, there are occasions when this is necessary. If such time is needed, employees must obtain written authorization from his/her Division Director, with a copy being provided to Human Resources. Employees should adjust their time during the holiday week so that no more than 40 hours of time is coded.

Internal Salary Equity and Concerns

All employees are encouraged to discuss salary-related concerns with their supervisor to reach mutually satisfactory resolution at the lowest level possible. If an employee believes there is a problem with his/her compensation due to inequities within EIPHD, he/she is 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 and then by the Director.

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 survey data from the Idaho Division of Human Resources 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.

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 to address the issue of internal salary equity.

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

EIPHD will rarely, and only when the District Directors determines it as a mission-critical necessity, provide cash compensation for overtime work. 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.

Performance Evaluations

In conducting the required annual evaluation or probation evaluation, EIPHD will comply with the State's various performance standards levels. EIPHD's philosophy is that frequent and on-going feedback is needed between an employee and his/her supervisor in order for the employee to be successful on the job. All new employees, permanent and temporary, will have formal performance evaluations at three and six months from their hire date. Thereafter, annual performance evaluations will be conducted.

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.

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.

Reinstatement

Per Idaho Division of Human Resources Rule 072.04, an employee reinstating from layoff shall be paid at the same rate the employee was receiving at the time of the layoff. All other reinstatements will be treated in the same manner as starting salaries.

Salary Increases-Conditional

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

Shift Differential

EIPHD does not have a need for shift differential pay. Overtime work is minimal, but it is compensated for in accordance with Fair Labor Standards Act (FLSA) and state law requirements.

Transfers

Transfers will be addressed in the same manner as starting salaries. A lower or higher rate may be approved by the District Director, depending on the circumstances under which the transfer was made.

SECTION 3: SALARY INCREASES

Maintaining a competitive compensation system is based on the following philosophy as outlined in Idaho Code 67-5309A:

1. Advancement in pay shall be based on job performance and market changes.
2. Pay for performance shall provide faster salary advancement for higher performers based on a merit increase matrix. (Appendix B)
3. Employees below the state's midpoint market average (policy) in a salary range who are meeting expectations in the performance of their jobs shall move through the pay range toward the midpoint market average. (Appendix B)

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 approval by EIPHD's Board of Health.

No employee shall advance in pay without a performance evaluation on file certifying that the employee meets the performance criteria of the assigned position. For merit pay purposes, when funding is available, EIPHD considers employees who have successfully completed their entrance probation period with an "Achieves Performance Standards" evaluation rating or better. Employees on entry or promotional probation and those on a formal "Performance Improvement Plan" due to a "Does Not Achieve Performance" rating are not eligible for merit pay increases until such time their performance improves and is evaluated at "Achieves Performance Standards" or better rating. Salary increases for employees in temporary positions are handled individually within Division cost center budgets, but still must be reviewed by the District Director and Fiscal Officer. To qualify for any salary increase, the employee must have a current (completed within the last 12 months) performance evaluation on file.

Salary increases will be based on performance/merit and the district's Salary Distribution Matrix (Appendix B). **The Salary Distribution Matrix may also include a component for market/policy.**

Cost Savings Bonuses

EIPHD has not used cost saving bonuses in the past. The District's Administrative Team is aware of this bonus option. Before the option is used, the cost savings must be quantified, verified by the District's Fiscal Officer, and carefully considered by the District Director before making any cash award. It is the intent of EIPHD to award such a bonus in incremental payments as actual cost savings are realized. Cost saving bonuses will not exceed \$2,000 for any one suggestion.

Performance Bonuses

A performance bonus is a one-time lump sum payment to an employee to recognize exemplary service. EIPHD may use performance bonuses throughout the year to recognize and reward an employee's performance. 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 (IC 67-5309D). A memo documenting such performance will be provided to the employee and placed in his/her personnel file.

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, the District Director and Division Director 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 award may be considered for all employees in the same classification. Retention pay may be granted when an employee has completed at least six months of work that achieves performance standards.

Salary Increases-Conditional

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

SECTION 4: ANNUAL REVIEW OF POLICY

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.

<u>Education</u>	<u>% Allowed</u>
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.	

<u>Experience</u>	<u>% Allowed</u>
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.	

<u>Bilingual</u>	<u>% Allowed</u>
2	Maximum of 2%
Example: If a 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.	

<u>Certificate or Professional License</u>	<u>% Allowed</u>
Related Professional License or Related Certification Only	2 Maximum of 2%

MAXIMUM CRITERIA PERCENTAGE ALLOWED OVER A JOB CLASS' MINIMUM WAGE IS 15%

**APPENDIX B
Salary Distribution Matrix**

		PERFORMANCE			
		Does not Achieve	Achieves	Solid	Exemplary
COMPA-RATIO DISTRIBUTION	70%+	0%	2.00%	2.25%	2.25%

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