

CITY OF APPLETON PERSONNEL POLICIES	TITLE: SALARY ADMINISTRATION	
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I. PURPOSE

To outline the guidelines utilized for administration of the compensation plan.

II. POLICY

It is the policy of the City of Appleton to provide competitive compensation to attract and retain competent staff and to encourage and reward superior performance within the financial resources available.

III. DISCUSSION

This policy provides the current salary administration guidelines. This policy is subject to change with approval of the Common Council. The Human Resources Director shall be responsible for the administration of the compensation policy.

IV. DEFINITIONS

A. Fair Labor Standards Act (FLSA): A federal act that sets minimum wage, overtime pay, equal pay, record keeping and child labor standards for employees who are covered by the act and who are not exempt from specific provisions. An employee classified in the compensation plan as “Exempt” is not eligible for the overtime compensation provisions of FLSA.

- B. Base Pay: An employee's initial rate of compensation, excluding extra lump sum compensation, shift differential etc. An employee's base pay can be expressed as a base hourly rate of pay or as an annual salary.
- C. Compensation Plan: A schedule of pay ranges listing the job classifications Minimum, Maximum and Control Points. All regular positions shall be placed in one of these ranges based on a job questionnaire and point factor job evaluation.
- D. Interim Assignment: When an employee is assigned to a different position on a temporary basis, because of a vacancy.
- E. Job-Questionnaire (JQ): A job analysis that outlines the responsibilities and the requirements necessary to perform the functions of the position. The JQ is utilized to evaluate the position responsibilities using the City' point factor job evaluation system for allocation to the appropriate pay grade. A JQ also functions as the key document for pay plan maintenance.
- F. Non-base pay adjustment: Pay adjustments generally in the form of a lump sum or other forms that do not increase the employee's base pay.
- G. Red-circled: The maintenance of an employee's pay rate above the established range maximum. An employee whose pay rate is above the range maximum shall not be eligible for general pay adjustments but may be eligible for a non-base performance adjustment. Exception: Employees who are above the maximum of the assigned pay grade as a result of implementation of the 2013 pay plan shall be eligible for a general pay adjustment and for a non-base performance adjustment until the employee changes positions or leaves City employment.

V. PROCEDURES

A. DETERMINATION OF PAY RANGES

The compensation plan shall be based on the principle of equal pay for equal work. Pay ranges within the compensation plan shall be determined with regard to factors including, but not limited to: uniformity of pay for each class; relative difficulty, complexity, and responsibility of work; competitive recruiting, education and experience requirements; and prevailing rates of pay for similar jobs in public and private employment as determined by the City.

B. ENTRANCE PAY RATE

The entrance pay rate shall be within the Minimum and the Control Point of the pay range. All appointments (including department heads) above the Control Point must be authorized, in advance, by a majority of the Mayor, Human Resources Committee Chair and Human Resources Director.

C. RECLASSIFICATION

The Position Classification Review Process is the method for determining pay range assignment of new positions or reclassification actions involving substantial changes in the duties and responsibilities of an existing position.

(a) Classification or Reclassification Consideration

A request for reclassification of a current position or the classification of a new position may be initiated by a staff member seeking reclassification, by the staff member's department director, or by the Human Resource Director. Requests for reclassifications may occur throughout the year as positions are created or become vacant.

Reclassification consideration for existing positions requires that the employee and the department director document substantial changes in existing duties since the most recent review. Duty changes may be from substantial, immediate reassignment of duties due to reorganization, or may be the result of a logical and gradual change of responsibilities over a period of time.

To be considered for reclassification, changes should be stable and typically should have been in effect for at least six months preceding the reclassification request so that it is clear that the changes that exist are likely to remain for some period of time. Reclassification will not be considered for temporary changes in duties.

A request for classification or reclassification consideration must be in writing and include a new JQ with notes indicating duties that have changed since the last review. The Questionnaire must be completed and signed by the employee, then reviewed and signed by the supervisor and department director. The supervisor and department director must verify or comment on the accuracy of the responses.

(b) Review of Requests

Following internal review by the Human Resource Director, the Human Resource Director may submit the Questionnaire and any supporting documentation to the consultant for evaluation if the criteria for reclassification is met. If the reclassification is appropriate, the consultant will recommend a grade assignment for the position. The consultant may request further information from the Human Resource Director and may request that other positions affected by the reclassification changes be reviewed as well.

(c) The Employer's Response to the Consultant's Recommendations

The employee and the department director will be informed of the decision in writing and the consultants recommendation will be reported out informationally to the Human Resources Committee. Classification decisions for existing positions will normally take place on the first pay period following approval by the employer. The effective date of any compensation changes will be based on the specific circumstance of the reclassification.

D. COMPENSATION PLAN COMPONENTS

(a) General Pay Adjustment

General pay adjustments are typically made on an annual basis. The Human Resources Director shall recommend such adjustments to the Common Council based on the general level of pay adjustments in the job markets where the City competes for its staff, as well as internal adjustments (e.g. collective bargaining settlements). These adjustments are also made in consideration of general changes in cost-of-living indices.

The adjustment takes the form of an adjustment to pay ranges and will generally be made to the employee's base pay.

Employees must be rated at least “on target” in each of the ~~ten (10)~~ **goals and competencies** to be eligible for a General Pay Adjustment.

General Pay Adjustments for those employees, who are eligible, will be effective January 1 each year

An employee, who falls below target in any of the goal and competencies, will be required to have a development plan and will not be eligible for a General Pay Adjustment until after 90 days of sustained “on-target” performance. If an employee’s performance reaches the “on target” level, (after 90 days) the employee may be eligible for a general pay adjustment at that time. Such General Pay Adjustments shall not be retroactive.

New Hires after July 1 of the current year may be eligible for a General Pay Adjustment if proper documentation (memo, e-mail etc. to indicate the GPA is warranted) is submitted by the supervisor and approved by the department director and Human Resources.

(b) Pay for Performance Adjustments

Performance adjustments shall be established each year by the Mayor subject to approval by the Common Council. Employees shall be eligible for pay for performance adjustments as follows:

- ◆ Employees who have a pay rate at or below the Control Point shall be eligible for the following:

Performance Rating	Adjustment
90-100%	1.5 of a performance adjustment
75- below 90%	1 performance adjustment
60- below 75%	.5 of a performance adjustment
Below 60% of	Not eligible

- ◆ Employees who have a pay rate above the Control Point shall be eligible for the following:

90 to100%	1 performance adjustment
75- below 90%	.5 of a performance adjustment
60- below 75%	Not eligible
Below 60%	Not eligible

Lump sum adjustments will be used for employees who are at the maximum of their pay range. Lump sum adjustments may also be used in unique circumstances, to recognize a one-time adjustment **or a circumstance that would deviate from our general policy guidelines.**

Employees who fall below target in any of the goals or competencies, will be required to have a development plan and will not be eligible for a performance adjustment for that year (regardless of their % score).

An employee, who meets the required **percentage** for a particular level of performance, will be eligible for a **base** performance adjustment. **If a Department Director recommends the employee receive the higher level performance adjustment, the Department Director must submit justification in writing to Human Resources. If the additional level of adjustment**

is approved by Human Resources, it shall be in a lump sum. (Example: an employee above the Control Point is rated 89% will receive .5 of a performance adjustment applied to their base and .5 performance adjustment in a lump sum).

All pay for performance adjustment requests will require supporting documentation through the performance evaluation process (goals & competencies) as outlined in the Performance Management Policy. All supporting documentation will be reviewed and verified by the Human Resources Department.

E. ADMINISTRATION OF PERFORMANCE ADJUSTMENTS

(a) Existing Employees

Pay for Performance Adjustments for those employees who are eligible, will be effective on January 1 each year.

Employees promoted **or transferred** on or after July 1 ~~or later~~ will not be eligible for pay for performance for the remainder of the year in the new position. **If the promoted employee is eligible for pay for performance from their previous position, prior to promotion, the employee shall receive that pay for performance adjustment in the form of a lump sum.** ~~receive a pro-rated performance adjustment after six months on the job retro-active to January 1 based on the number of months they worked in the previous year.~~

(b) New Employees

A new employee who is hired before July 1 will **be eligible to** receive a pro-rated performance adjustment on January 1 of the next year based on the number of months they worked in that previous year.

~~The pro-ration shall be 1/12 per month of employment. An employee must work ten (10) or more calendar days in the month of hire to be credited for the month.~~

F. PAY RATE ADJUSTMENTS

The Human Resources Director and the applicable Department Director shall determine the pay status of an employee based on the following:

- (a) Transfers - When an employee is transferred from one class to another with a common pay range, he/she shall continue to receive the same pay rate unless a different rate is deemed appropriate.
- (b) Promotion - When an employee is promoted from one class to another having a higher pay range, he/she shall receive an increase as deemed appropriate but not to exceed the Control Point of the range unless approved by the Committee as outlined in ~~V-B~~. **the above Entrance Pay Rate section. If the employee's pay rate is higher than the control point of the new position prior to promotion, no authorization is needed from the Committee.** For consideration of placement into the new salary range, such factors as the average value of overtime lost, average value of extra hours worked in a non-exempt capacity as well as other internal and external factors shall be considered.
- (c) Demotion - When an employee accepts a position in a lower pay grade for any reason, a rate of pay shall be determined. For consideration of placement into the new salary range, such factors as experience, qualification, length of service, average value of overtime lost and the level of pay similar to employees in the pay range shall be considered.

- (d) Upward Re-Classification - When an employee's position is reclassified into a higher pay grade, the reclassification shall be treated the same as a promotion under (b) above.
- (e) Downward Re-Classification - When an employee's position is reclassified into a lower pay grade, the reclassification shall be treated the same as (c.) above.
- (f) Career-development - Employees covered under a Council approved Career Development Plan shall be treated the same as an upward reclassification under (d) above.

G. MINIMUM AND MAXIMUM RATES

Generally, an employee shall be paid within the pay range of his/her position.

An employee may be paid below the minimum of his/her pay range as the result of not receiving a general pay adjustment due to not meeting expectations.

An employee who receives a base pay adjustment cannot exceed the maximum of their pay range.

In the event of a reclassification, or re-evaluation of a pay range that results in an employee's pay falling outside the maximum of the newly assigned pay range, such employee's pay rate may be red-circled.

H. OVERTIME

- (a) Employees in the Compensation Plan who meet the exemption under the Fair Labor Standards Act shall be exempt from all premium pay provisions except as otherwise outlined in this policy.
- (b) All non-exempt employees in the Compensation Plan shall be eligible for overtime compensation on a time and one half basis for all hours worked in excess of 40 hours per week. Double time may be paid for all hours worked on Sundays and holidays, only if indicated in departmental policy.
- (c) Battalion Chiefs and Deputy Fire Chiefs who fill in for other Chief Officers, when overtime would otherwise be required, shall receive straight time pay for all such hours worked in addition to his/her regular bi-weekly rate. Operations Battalion Chiefs who are required by the Chief to attend extended (generally more than four (4) hours) training on his/her off-duty time may be eligible for straight time pay for attendance at such training at the discretion of the Fire Chief.
- (d) Overtime shall be approved in advance by the Department Director or supervisor and reviewed periodically by the Department Director. Overtime shall be kept to a minimum and shall be utilized to relieve specific occasional peak workloads or emergencies.
- (e) Overtime shall be scheduled based on an employee's qualifications to perform the job pursuant to departmental policies or guidelines.

I. SHIFT DIFFERENTIAL

Non-exempt employees designated by departmental policy may receive a shift differential of \$.30 per hour between the hours of 5:00 PM and 5:00 AM. This shall not include an extension of the workday or employees working a modified schedule.

J. HIGHER RATE OF PAY

Employees of the Public Works Department shall be eligible for higher rate of pay per departmental policy.

K. TELEPHONE CALL

Non-exempt employees who are called by a supervisor on the telephone, outside of his/her regularly scheduled hours, to provide information related to the operation of the department shall be paid for the time actually spent on the telephone, but not less than one hour's straight time pay in either pay or time off to be determined by his/her supervisor.

L. EMERGENCY CALL-IN/EMERGENCY SHIFT CHANGE

Non-exempt employees who are called in or whose shift is changed may be eligible for call-time or shift change allowance as designated by departmental policy.

M. STAND-BY DUTY

Emergency locators and utility maintenance staff, who are required by his/her department director to be on stand-by duty (required to remain within a one (1) hour response area, accessible by phone or pager, etc.) shall receive one hour's pay for each day of stand-by. Police Captains subject to on-call assignments as a duty commander shall receive an additional eight (8) hours for each week assigned.

All employees required to be on stand-by must remain physically fit and ready for duty and must continue to abide by City policies (i.e., Drug-Free Workplace).

N. CALL DUTY - EMERGENCY RESPONSE (Excludes Directors and Deputy Directors)

Any exempt employee, who is required to report to duty for emergency operations (snowplowing, water main breaks, etc.) may be eligible for additional compensation in the form of a bonus as outlined below:

- ◆ If the employee reports for work and works more than one (1) hour but less than four (4) hours, the employee shall be entitled to \$50.00 for each report.
- ◆ If the employee reports for work and works four (4) hours or more, shall be entitled to \$100.00 for each report.
- ◆ **Police Captains and Lieutenants, who report for work and work four (4) hours or more, shall be entitled to \$200.00 for each report.**

O. SPECIAL CONDITIONS

It is recognized that external forces such as unique market conditions and compression of wage differentials between employees in the compensation plan and those they supervise can jeopardize the integrity of the plan. The Human Resources Director shall develop appropriate means to address such situations on a case-by-case basis, subject to the approval of the Common Council.