

## SECTION V

### Pay Plan

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#### 5.01 Contents

The procedure for establishment, maintenance, and administration of an equitable pay plan shall be applicable to all positions. The salary schedules shall include the minimum and maximum rates of pay for all skill levels. For EMS, in addition to the salary schedule, the pay plan includes shift differentials and Special Pays. The guidelines for EMS shift differentials and special pays can be found in the Emergency Medical Services Standard Operating Guidelines Manual. When an employee reaches the ceiling of a salary range they are "red circled" and receive no additional pay increases until the pay grade schedule raises the maximum above the employee's salary or through other Board action.

#### 5.02 Administration

The Human Resources Division shall maintain the salary schedule which includes the EMS shift differentials and special pays. This includes conducting a general salary survey periodically from which recommendations may be made to adjust the schedules. The salary survey shall consider prevailing pay rates and fringe benefits within the appropriate market.

When approved by the Board, the Pay Plan shall constitute the County's pay schedule for pay grades of all positions, EMS shift differentials and special pays shall become effective as designated.

#### 5.03 Changes in Pay

##### 5.03.1 Promotion

Upon a promotion of one grade level, the employee will receive 5% or will be placed at the new grade minimum which ever is greater. Upon a promotion of two grade levels, the employee will receive 10% or will be placed at the new grade minimum which ever is greater.

In no case will the promotional increase place an employee's salary above the maximum of the assigned pay grade, even if this results in less than a 5% increase.

##### 5.03.2 Demotion

Upon demotion for cause, the employee's salary will be placed on the new pay grade level at a rate determined by the Department Head based upon the recommendation of the Human Resources Director.

If the adjusted salary is above the maximum of the lower grade, the salary will be red circled until changes in the pay grade schedule raise the maximum above the employee's salary.

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**5.03.3 Transfer to Lower Classification**

An employee may be transferred to a position in a lower pay grade, without cause, and without a pay reduction, and the transfer may not be considered a demotion if the transfer is voluntary or if it is the result of the employee's position being terminated. The employee shall not be eligible for a subsequent promotional pay increase if the employee is later transferred to a position in a pay grade equal to the position occupied prior to the initial transfer as a result of a merit promotion for a period of two years. The employee shall be eligible for pay adjustments as they occur annually. Employees placed in a higher pay grade as a result of competitive selection shall have pay established in accordance with Competitive Initial Placement.

**5.04 Education Attainment Compensation Incentive Program**

Benefits-eligible full-time employees with six months of service and part-time employees with two years of service earning diplomas (GED) or degrees (GED, associate, bachelor, masters, doctorate) or professional certification, in job-related areas may be eligible to receive a 5% educational incentive pay increase for each job-related diploma or degree, or certification above that required for the position at the time the employee was hired into the position. ~~The maximum lifetime educational compensation benefit is 10%. No additional compensation will be approved for educational attainment once the 10% maximum has been reached. Employees who participate in the Tuition Assistance Program will not be eligible to participate in the Educational Attainment Compensation Program.~~

Certifications are no longer eligible for the Education Incentive Program. However, the Departments/Divisions are encouraged to pay for those certifications which are deemed job-related and beneficial to the department from their department budgets. This policy shall become effective for certifications started or completed after October 23, 2007. Current employees who are enrolled in or have completed a certification program prior to October 23, 2007 and have received pre-approval may provide documentation and have the certification "grandfathered" in under the previous policy.

All diplomas (GED), and degrees or certifications (associates, bachelors, masters and doctorate) earned in job-related areas may be eligible to receive a 5% educational incentive pay increase. All diplomas and degrees considered for educational attainment incentive increases must be completed while employed with Leon County and without any financial assistance from the County. The maximum lifetime educational compensation benefit is 10%. No additional compensation will be approved for educational attainment once the 10% maximum has been reached. Employees who participate in the Tuition Assistance Program will not be eligible to participate in the Education Incentive Program. Requests for educational attainment incentive pay increases must be received within six (6) months of completing the diploma or degree, diploma or certification. No retroactive pay increases will be granted for diplomas or degrees, diplomas, or certifications completed prior

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to initial placement in the current position.

Employees contemplating completion of education ~~or certification~~ to qualify for educational attainment compensation incentive pay should consult with ~~their supervisor or~~ Department/Division Director and the Human Resources Division to determine whether the education diploma or degree ~~or certification~~ is eligible for educational attainment incentive compensation. ~~In cases where an employee was previously enrolled in a certification, diploma or degree program, the eligibility for educational attainment compensation will be determined by the Human Resources Director and the Department/Division Director on a case-by-case basis.~~

~~The qualifying criteria for educational attainment compensation shall have a direct relationship with either the employee's present position or preparation for a promotional opportunity, and shall be determined by the Human Resources Director,~~

~~after consultation with the respective Department/Division Director. Diplomas, dDegrees, or certifications used for educational attainment compensation incentive pay must have a study requirement or study guidelines for completion. must first be approved by~~ Department/Division Director and Human Resources Director. The study minimum class time requirement required for associate degrees must be at least 42 60 clock credit hours, bachelors degrees must be at least 120 credit hours, masters degrees must be at least 30 credit hours, and Ph.D must be at least 72 credit hours. ~~The diploma, degree, or certification must also include an assessment of knowledge or skills required for successful completion. Class time without assessment is not sufficient. Diplomas or dDegrees must be from an educational institution that is accredited by one of the accrediting bodies approved by the U. S. Department of Education.~~

**Employees participating in the Tuition Assistance Program and/or receive any financial assistance from the County in obtaining their diploma or degree are not eligible to participate in the Education Incentive Program.**

Educational Attainment Compensation Incentive pay is not an entitlement and is contingent upon the availability of funds.

In no case will an educational attainment increase place an employee's salary above the maximum of the assigned pay grade.

All educational attainment compensation must be approved by the County Administrator. The effective date of the salary increase shall be the date of approval.

This policy will become effective immediately, regardless of when diploma or degree was obtained.

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### **5.04.1 Procedure: Educational Attainment Incentive**

Leon County encourages employee development and knowledge expansion.

~~After employment, should an employee obtain a job related higher level of education~~ **Upon completion of the diploma or degree program, the supervisor shall request proof of attainment (e.g. a copy of diploma or degree), and all supporting documentation (course curriculum, copies of receipts for course, exam, books, etc.).** This proof is presented through line management to the Human Resources Director with a letter of justification for salary adjustment **along with a personnel action form (PAF).** The Human Resources Director will evaluate the request in accordance with County policy and will make a recommendation to the County Administrator. The line management is notified of the disposition of the request by the Human Resources Director.

### **5.05 Performance Bonus**

The Performance Bonus is intended as a means of rewarding a Career Service, Executive Support or EMS employee for meritorious performance, to encourage careers with the County, to provide employees incentive, and to recognize individual differences in performance of employees. The Performance Bonus is not automatic, but must be based upon a written performance evaluation of the employee in accordance with the County's performance review system. To be considered for the Performance Bonus, the employee must have an Excelling score on their performance evaluation. However, the Excelling score does not guarantee that the employee will receive the Performance Bonus but only that the employee qualifies for consideration of a Performance Bonus. Division Directors will recommend employees for the Performance Bonus and Department Directors will be responsible for the final selection. The annual bonus amount will be determined annually and may vary in amount contingent upon funding availability.

If funds for the purpose of awarding the Performance Bonus are appropriated by the Board, the Board shall determine the timing and range of amount for the award of the Performance Bonus.

### **5.06 Annual Salary Adjustments**

The Human Resources Director will recommend to the County Administrator, for approval by the Board, any adjustments in the salary structure or segments of the salary structure and levels of such adjustments.

#### Performance Pay

Career Service employees may receive an annual pay increase based on performance. The purpose of this increase is to recognize and reward those employees who are Fully Competent or Excelling in their positions during the rating period. The amount and timing of the performance pay will be determined annually by the Board of County Commissioners. Employees who are

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rated as Development Needed will receive a cost of living increase which will be less than the increase that is approved for the Fully Competent and Excelling categories. Performance pay increases and cost of living increases are not guaranteed and may vary in amount contingent upon funding availability.

Senior Management, Executive Support and EMS salary increases will be determined annually by the County Administrator.

In temporary (O.P.S.) positions of longevity or seasonal return the employee may meet the requirements of annual salary adjustment movement, when the incumbent has been in the same position at least six (6) months prior to salary adjustment period or the incumbent has returned for three (3) consecutive seasons with total employment of six (6) months or more.

### **5.07 Other Pay Adjustments**

It is anticipated that the needs of employees and departments will be met within the framework of the Wage and Salary Program; however, should unforeseen circumstances occur which may be considered in the best interest of the County, the Department Head may request a rate adjustment. This request may be submitted through the Human Resources Director to the County Administrator for approval.

#### **5.07.1 Retention Increase**

This provision is intended to provide consideration of critical and/or unusual administration problems. A retention increase may be approved, at the County Administrator's sole discretion, in accordance with the following provisions:

A. The employee has received a documented bona fide job offer with an employer other than the County and the retention increase is a counter offer to retain the employee in their current position (job offers from other Leon County Board of County Commissioners offices, Property Appraiser, Clerk of the Circuit Court, Supervisor of Elections, Tax Collector, Sheriff or County Advisory Boards will not be deemed a bona fide job offer with an employer other than the County under this provision).

B. Retention increase decisions are not grievable through Leon County's grievance procedure unless it is alleged that such a decision was made based upon unlawful discrimination.

C. To be eligible for retention increase consideration, the affected employee must:

1. currently be employed by the County in a full-time, non-OPS position;
2. have been continuously employed in their current position for at least one (1) calendar year prior to the date the bona fide job offer was made;

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3. have received at least a "Meets Expectation" rating on their most recent performance evaluation, must currently be performing at an acceptable level, and may not have been issued a written warning within the previous twelve (12) months; and

4. not have received a retention increase within the past twenty-four (24) calendar months from the date the increase request is submitted to Human Resources.

D. The County Administrator has sole authority to determine amount offered as a retention increase within the range of 0% to 25% of the affected employee's salary. The County Administrator may approve retention increases as single or multiple salary adjustments, however, if multiple salary adjustments are made for one retention increase, the total of those salary adjustments may not exceed 25% of the affected employee's salary.

E. The retention increase must not place the employee above the maximum for their current pay grade range.

F. Retention increases are not permissible where the intent is to circumvent the provisions of other pay plan policies.

G. Retention increases recommended under this provision are subject to the availability of funds.

### **5.07.2 Procedure: Retention Increase**

To request a retention increase, the respective Division Director shall submit a retention increase request package to his/her Group Director and gain their approval prior to submitting the request to the Human Resources Director. Increase request packages will include, at a minimum, the following documentation:

1. validity of the job offer, preferably a copy of the written job offer;
2. the respective division's independent verification of the job offer;
3. the costs associated with replacing the employee (excluding recruitment costs);
4. a detail of the training costs Leon County incurred on the employee's behalf over the past twenty-four (24) months;
5. summation of the employee's satisfactory job performance (that the employee has performed and continues to perform at least at a "Meets Expectations" level and that they have not been issued a written warning within the previous twelve (12)

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months);

6. that the division's recommended increase, if approved, would not place the employee above the maximum for their current pay range;

7. salary relationships within the division;

8. recruitment and retention conditions in critical areas as may be demonstrated by (a) high turnover; (b) declined job offers; or (c) resignation letters from previous employees; and

9. whether the competitive job is comparable to the one the employee currently holds with the County.

The Human Resources Director will review the request and make his/her recommendation to the County Administrator.

Increases approved by the County Administrator will become effective at the beginning of the pay period following the date the County Administrator approved the increase.

### **Part Time Career Service**

When employment is on a part time basis, pay shall be on an hourly basis or salaried in proportion to the average number of hours worked weekly.

### **5.09 Compensation for Temporary Work in Higher Classification**

In situations where the assignment or scheduling of work requires an employee to perform in a higher level classification to fill a temporary need, a new rate may be established by the Department Director after consultation with the Human Resources Director for the period of temporary assignment. In cases where a budget amendment is necessary to fund the temporary pay rate, County policies on budget amendment approvals shall apply. This provision is not to be applied in a situation of vacation replacement or cross training opportunities. An employee must work in the higher classification a minimum of three (3) full weeks and not more than three (3) months.

The rate of pay for the temporary assignment will be determined using the guidelines for a promotional increase. At the conclusion of the assignment, the employee's pay shall revert to his or her previous rate of pay. When it is established that the need may exceed three (3) months, and it is not for training, the replacement employee may be compensated at the higher rate immediately. Extensions may be approved by the County Administrator.

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Any such temporary assignment shall not affect the employee's eligibility for merit pay.

### **5.10 Temporary Work in Training Status**

Temporary Work in a training status may be initiated by either the employee or management by sending a Training Plan signed by the employee and a line manager to the Training Coordinator with a statement of understanding that there will be no adjustment in pay for training.

#### **5.10.1 Procedure: Temporary Work in Training Status**

If the assignment is solely for training purposes, the request must be accompanied by a Training Plan. The Training Plan must include a description of the task(s) to be learned, the standard measurement which will be used to determine if task(s) was/were learned, and time table for accomplishment.

### **5.11 Overtime**

The established work week is forty (40) hours within a seven (7) day period, Saturday through Friday. Overtime is calculated at 1-1/2 times an hour on hours worked over the established workweek. All overtime work must have prior authorization by Department/Division Director or designee. Not securing this authorization may result in disciplinary action.

Workers' Compensation Leave and Administrative Leave are "paid leave", not "hours worked". They will not be counted toward overtime.

Leave time earned and used is recorded daily on the Official time sheet (See Appendix H1 & H2) for Career Service, Executive Support and EMS employees. For Senior Management Service employees, time used is recorded on the Official Leave/Compensation Request Form. (See Appendix H3)

Compensation for overtime shall be administered by the following guidelines:

Executive Service and Senior Management Service employees are not eligible for overtime compensation.

Career Service, Executive Support and EMS employees in exempt positions, according to F.L.S.A., shall not be eligible for overtime compensation. However, if overtime is worked, compensatory leave credits equal to the overtime hours worked shall be granted. The maximum accumulation is 80 hours. Additional accumulation can only be extended with the approval of the County Administrator.

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Career Service and Executive Support Service employees in non-exempt positions, according to F.L.S.A., who are authorized to work overtime, shall be granted either time off (compensatory leave) at the rate of one and one-half (1-1/2) hours for each overtime hour worked or cash payment for overtime worked at the rate of one and one-half (1-1/2) times that employee's regular hourly rate of pay. EMS employees in non-exempt positions, according to the FLSA, who are authorized to work overtime, shall be paid for overtime worked at the rate of one and one-half (1-1/2) times that employee's regular hourly rate of pay. EMS employees are not eligible for compensatory leave unless authorized by the EMS Chief.

Compensatory leave or cash compensation for overtime may only be granted when actual hours of work exceed forty (40) hours during the workweek. Holidays, however, shall be considered as hours worked for purposes of this section.

If overtime is authorized using compensatory leave only, employees must be notified before the overtime is worked. Every effort should be made to schedule such leave at the earliest possible date. Requests for compensatory leave shall be made on an Official Leave/Compensation Request Form or on the Official time sheet.

**Assignment of Overtime**

Overtime assignments are made on a fair and equitable basis. Any scheduled work time is required duty. Failure to perform overtime, except in cases of personal emergency, or other appropriate reasons, is deemed to be insubordination. Exceptions shall be granted in cases of such emergency or other appropriately approved reason.

**Procedure: Overtime**

Leave time earned and used is recorded daily on the official time sheet.

**On-Call, Stand-By and Call-Out Pay**

Employees in positions which provide "emergency" service on a recurring basis may volunteer or be designated "on-call" during other than normal working hours. Employees in such "on-call" status are expected to be constantly available in order to respond immediately to the need for their services. Such employees shall receive "ON-CALL" pay consisting of a weekly premium in an amount designated by the Board, and shall be paid for the time worked.

When an emergency requires employees not scheduled for "ON-CALL" duty to be in preparedness status to come to work upon call, they are considered to be on "STAND-BY", and are compensated according to the established "ON-CALL" premium amount. Should these employees' status move from ON-CALL or STAND-BY into "CALL-

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OUT", or should any employee with no prior notice be called out, they are compensated from the time of the call and provided a minimum of two hours worked. Compensation differs between normal weekday (Monday thru Friday), weekend (Saturday & Sunday) and Holiday.

On-Call pay is \$10.00 per day, \$15.00 per weekend day and \$20.00 per Holiday. (Weekend days are defined as Saturday and Sunday.) Should the employee be called out, a minimum of two (2) hours pay will be granted

**State of Emergency Pay**

When the County Administrator (or designee) declares a "state of emergency" and employees are excused from their duties, they are granted Administrative Leave (see Section 7.19, "D"). Employees required to work, while Board offices are closed and other staff are on approved Administrative Leave, will be compensated as follows:

Non-exempt Career Service employees will receive: (1) pay equal to one and one-half times their regular rate of pay for the time they are required to work during the "state of emergency", and (2) pay equal to their regular rate of pay for the time they would otherwise be on Administrative Leave for their scheduled work day.

Exempt Career Service employees will receive compensatory leave credits on an hour for hour basis (in accordance with the Leon County Pay Plan) for the time they are required to work during the "state of emergency".

Employees classified as Senior Management, Executive Support, Executive Service or EMS will receive no additional compensation.

Employees who are on previously scheduled Annual Leave or Sick Leave will have these "Emergency" status hours converted to Administrative Leave.

**Special Emergency Pay for Employees Working at the Volunteer Reception Center (VRC) or the Emergency Operations Center (EOC) Citizen Information Line**

The VRC serves as the starting point for both volunteers and people or agencies needing volunteer assistance following a disaster. The VRC will connect individuals or groups desiring help with the locations in need of assistance. The VRC is staffed with volunteers from throughout the Leon County area. Current employees are also needed to provide support and may work at the VRC or EOC in the event of a declared "state of emergency". This provision does not apply to employees in Departments or Divisions such as Public Works, EMS or other Departments or Divisions because of the direct support required in the event of an emergency.

Employees not required for the direct support of their respective divisions during an

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emergency may register with the Volunteer Center to provide essential services and support at the Volunteer Reception center or the EOC. In the event the Volunteer Reception Center is activated due to a declared "state of emergency" in Leon County or activated due to an emergency in a surrounding County, employees may be compensated for the time that is worked at the Volunteer Reception Center or EOC.

Employees who have been excused from duty and not required to work in their regular position or divisions, as identified by their Manager, during a declared "state of emergency" may work at the Volunteer Reception Center or EOC and be compensated as follows:

Career Service, Executive Support and Senior Management employees will receive:

Pay equal to their regular rate of pay for the time they would receive Administrative Leave for their regular scheduled work day and;

Pay for all hours worked at the Volunteer Reception Center or EOC. The rate of pay for work at the Volunteer Reception Center or EOC is determined by the type of work performed.

OPS employees will receive:

Pay for hours worked at the Volunteer Reception Center or EOC. The rate of pay is determined by the type of work performed. OPS employees are not eligible for Administrative Leave.

Employees must be registered with the Volunteer Center and have gone through the training provided by the Volunteer Center. Employees must also be available to work minimum shift duration of 8 hours. All hours worked at the VRC or EOC will be documented and approved by the Volunteer Center Manager and submitted to the Payroll Department.

Employees must immediately report back to their regular position or division when contacted by their Manager during a "state of emergency"

## **Reinstatement Pay**

When an employee is reinstated to a position in the same class, or in a different class within or below the same skill level from which he/she was previously demoted, transferred, or reclassified with no reduction in pay, the rate of pay shall not change unless it is below the minimum class to which the employee is reinstated, in which case it will go to the minimum.

## **Payroll**

Each Department/Division is required to keep an accurate account of all hours worked and leave used by career service employees on the official time sheet. All leave taken must be documented on a Leave/Compensatory Request Form for Senior Management Service and the official time sheet for Career Service, Executive Support and EMS employees.

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Pay checks are distributed on Thursday at 10:00 a.m. for the bi-weekly payroll and at 10:00 a.m. on the morning of the next to the last business day of the month for the monthly payroll. Paychecks are distributed on Fridays for bi-weekly EMS employees.

Pay checks may be direct deposited into any banking institution. Contact the Finance/Payroll office to set up direct deposit.