



GOOCHLAND COUNTY POLICIES AND PROCEDURES FOR THE ADMINISTRATION OF THE CLASSIFICATION AND COMPENSATION PLAN

The Classification and Compensation Plan is approved annually by the Board of Supervisors as a part of the operating budget. The following Policies and Procedures for administration of the plan are ongoing and are subject to revision as needed.

1. **Pay Philosophy:**

In an effort to attract, motivate, and retain quality employees committed to providing a high level of public service, the county will strive to be competitive with the market while maintaining internal equity. At no time shall race, religion, creed, color, gender, national origin, age, or disability be considered in making any classification or compensation decisions.

In addition to other factors, the county follows a pay for performance approach when evaluating employee pay increases. Employees experiencing performance or behavior issues as evidenced by a low performance evaluation, disciplinary probation, or major disciplinary actions or employees working under performance improvement plans may not be eligible for any type of salary increase or bonus. Any decision to withhold such increases must be approved by the Human Resources Department.

2. **Job Evaluation System:**

Internally consistent pay relationships are based on the content of the work performed, the skills required and the relative contribution of the work to the county's overall objectives. Positions are evaluated at the time of creation and when duties and responsibilities have significantly changed. Several methods are used to evaluate jobs to determine their relative worth and may include point factor analysis, a review of market data relative to that job and internal equity within the department and county-wide. Based on the results of the job evaluation, a pay grade is assigned.

3. **Maintenance of the Classification and Compensation Plan:**

The Human Resources Department (HR), under the direction of the County Administrator, is responsible for administration and maintenance of the Classification and Compensation Plan. On a continuous basis, HR monitors the market and local compensation trends. HR periodically conducts benchmarking surveys of county positions to evaluate pay rates in relation to the market. Regrades based on market rates may be recommended if data supports it and funding is available.

The Human Resources Department also conducts continuing studies of the internal relationships between classifications to strive for internal equity. Based upon an analysis of salary data, turnover, recruitment effectiveness, incumbents' salaries, economic conditions and the county's ability to pay, the County Administrator will review and approve increases, reductions, or amendments to the Classification and Compensation Plan as deemed necessary. The County Administrator may make revisions to the Classification and Compensation Plan throughout the fiscal year at his/her discretion.

4. **Definitions:**

- A. **Acting Appointment** - The temporary assignment of an employee to a position in a higher classification for an anticipated period of at least 60 calendar days, pending recruitment and selection. An acting appointment can result from a vacant position, a position in which the incumbent is on leave for an extended period of time, or where the incumbent is demoted or has been moved to another position or status. (See section 7)

- B. Administrative Increase – The salary adjustment available to new employees hired during the fiscal year who will not have accrued one year of service as of the start of the next fiscal year, and therefore are not eligible for the merit increase for the fiscal year. The administrative increase also applies to reinstated employees whose separation period was greater than 30 days. (See section 14)
- C. Classification – A group of positions that perform similar duties, require similar qualifications, and are compensated in the same salary grade.
- D. Demotion - The voluntary or involuntary assignment of an employee to a different position in a classification with a lower salary grade than the employee's current position. (See section 10)
- E. Effective Date - All personnel transactions that impact an employee's pay are effective the first day of the pay period in which the transaction occurs or is approved by HR or the County Administrator. Exceptions require a memorandum to HR. In the event of a request for an exception or a special salary adjustment, to avoid a potential employee morale issue, the transaction should not be shared with the employee in advance of the approval, in case the request is denied.
- F. Exempt Employee (E) - An employee who is exempt from guidelines and regulations established by the Fair Labor Standards Act (FLSA).
- G. Position Classifications - A list of authorized classifications and the salary grade and FLSA designation for each.
- H. Merit Date - The date on which an employee is eligible for a performance evaluation and a merit increase. Goochland County has a common merit date of July 1 for all employees. Merit increases are effective the first day of the pay period in which July 1 falls.
- I. Non-exempt Employee (N) -An employee who is subject to guidelines and regulations established by the Fair Labor Standards Act (FLSA).
- J. Pay Structure Adjustment - A percentage increase to the pay structure effective the first day of the fiscal year.
- K. Position - A group of currently assigned duties and responsibilities that require the full-time or part-time employment of one person.
- L. Promotion - The selection of a current employee in a competitive recruitment process to fill a position in a classification having a higher salary grade than the employee's current position. (See section 9)
- M. Reclassification - A personnel transaction that occurs when position duties and responsibilities have changed substantially, resulting in an increase or decrease in job content, sufficient to change the salary grade assigned to that position. (See section 11)
- N. Regrade – An increase in salary grade assigned to a classification, as a result of market movement, typically effective the first day of the fiscal year. Employees whose salaries are less than the new range minimum due to a regrade shall be raised to the new minimum.
- O. Salary Reduction - In certain circumstances, an employee's salary or hourly rate of pay may be temporarily reduced due to, for example, the loss of a license or certification because the loss prevents the employee from performing the full duties of the job (i.e. loss of a driver's license for a position that requires driving). If the employee later obtains the required license or certification within the timeframe required by the department, the employee's salary may be increased by the dollar amount of the pay reduction, not by a percentage of pay.

- P. Special Salary Adjustment – An in-grade adjustment utilized to retain key employees, resolve internal equity issues or provide compensation for additional duties. Special Salary Adjustments for full-time and part-time employees are initiated by the Department Director, reviewed by HR, and require approval by the County Administrator.
- Q. Stipend – Temporary extra compensation that may be given to employees for performing additional duties and responsibilities without adjusting the employee’s base pay. All stipends must be approved by the County Administrator.
- R. Trainee – A new employee with less than the minimum qualifications to perform the job. (See section 6B)
- S. Transfer - The voluntary or involuntary assignment of an employee to a different position with the same salary grade, resulting from recruitment or managerial action. Also, the reassignment of an employee to a different supervisor. (See section 8)
- T. Underfill - The filling of a vacant position at a lower classification than that which is authorized. Underfilling a position should be used only if there is a valid business need and requires written justification and HR approval. The employee’s salary will be reviewed on a case-by-case basis, but will be increased to at least the minimum of the new range when removed from underfill status.

5. Merit Increases:

Merit increases are awarded as a result of employee performance. Full-time and part-time employees who are successful in meeting the performance expectations of their positions will receive the approved merit increase. Employees failing to meet expectations will not receive a merit increase. Seasonal and temporary/on call employees are not eligible for merit increases.

Goochland County has a common merit date of July 1 for all employees. When merits are given, they are effective the first day of the pay period in which July 1 falls. Under limited circumstances, an employee may receive a performance evaluation and/or merit increase on a date other than July 1. Such exceptions to the July 1 merit date are to be approved by the County Administrator. (See section 14)

A merit increase would be received each successive July 1, provided the employee continues to meet performance expectations and such increases are approved by the Board of Supervisors. Those employees who do not receive a merit increase because of performance, or those who receive less than a full merit increase, must be identified by their department and approved by HR prior to July 1st of each year, and will be processed separately.

6. New Hires:

Every effort should be made to recruit and select a qualified employee within the first 15% of the salary range. Exceptions may be granted in the following cases:

- A. Department Directors have the discretion to authorize a salary within 15% of the minimum salary for the classification. If an applicant substantially exceeds the minimum qualifications of the position, a salary higher than 15% may be necessary. If a higher salary is necessary, written justification should be directed to HR for approval by the County Administrator.

To maintain internal equity, Department Directors are encouraged to research salaries of current employees within their department and take this into consideration when recommending salary offers.

- B. Trainee: If it becomes necessary to appoint a new employee with less than the minimum qualifications, the employee should receive a trainee rate of 5% or 10% below the minimum

salary for the classification. Trainees are limited to 12 months in such status, at which time they must be moved to the minimum of the range or terminated. Extensions to the 12-month period or transfer options within the department must be approved by HR.

7. Acting Appointments:

Acting appointments may be made for vacant positions, positions in which the incumbent is on leave for an extended period of time, or when the incumbent has been demoted or moved to another position or status. They are temporary assignments, pending recruitment and selection or return of the current incumbent, and shall not be used for promotional purposes. The anticipated duration of the acting status should be at least 60 calendar days. Prior to the beginning of acting status, the department shall consult with HR and request authorization for such action, specifying the estimated duration of the acting assignment.

Employees placed in an acting appointment are limited to 12 months in such status, at which time the department must advertise for the position and go through a competitive recruitment process to fill the position. HR must approve extensions to the 12-month period.

In some cases a Department Director/Administrator may choose to rotate the acting status among more than one staff member. In this case, the anticipated duration of the acting status should be at least 60 calendar days cumulatively.

The salary of the acting appointee is adjusted to the minimum salary of the grade in which appointed, or to a rate 5% above the employee's current salary, whichever is greater. At the end of acting status, unless the employee is promoted permanently to the position, the employee's rate of pay is adjusted to that received prior to appointment to acting status. If an employee is in an acting capacity on July 1, the performance appraisal is based on the employee's performance in the non-acting position and the increase is calculated using the pre-acting salary. After the merit increase is awarded, the 5% acting pay is added back to the new salary.

8. Transfers:

Transfers to another department may result in a negotiated reduction in pay if substantial retraining is necessary or if a funding or internal equity concern exists.

9. Promotions:

Employees moving to a different role in a higher pay grade may be eligible for an increase negotiable from the minimum of the new pay grade to 10% above their current salary. HR may approve an increase less than 10% when considering internal equity. Increases above 10% require appropriate justification and approval by the County Administrator. Promotions in Public Safety may be handled according to specific departmental policies.

10. Demotions:

The salary of the demoted employee can be reduced by any amount as long as the salary is within the employee's new range, but must be reduced by at least 5% or to the maximum of the new range, whichever is lower. For voluntary demotions only, the Department Director/Office Administrator may approve continuing the employee's salary at the rate of pay prior to demotion provided such salary falls within the range of pay for the new position. A memorandum containing the circumstances surrounding the demotion should be sent at the same time as the employee's Personnel Action Form. If the demoted employee's salary is not reduced, the employee is ineligible for an increase as a result of future reclassifications or promotions to the prior grade level.

11. Reclassifications:

Reclassifications are effective the first day of the pay period in which approved, unless otherwise noted. When a position is reclassified to a higher salary grade, the incumbent may be eligible for a 5% increase to base salary, or increase to the minimum of the new salary range, whichever is higher. Such increases are not available to employees during their initial probationary period unless the employee's current salary is below the minimum of the new range.

When a position is reclassified to a lower grade, the department may reduce the incumbent's base salary by 5% or to the maximum of the new range, whichever is lower.

12. Overtime Pay, Compensatory Time:

It is county policy to comply with applicable wage and hour laws and regulations regarding overtime pay and compensatory time. Employees with questions or concerns about their status under the Fair Labor Standards Act (FLSA) should immediately raise the issue with their department head or HR.

13. Part-time Employment:

Unless stated otherwise, part-time employees are governed by the same compensation policies as full-time employees:

- A. When a current part-time employee is hired for a full-time position, the Department Director can offer starting pay within the first quartile of the salary range. Because of this, the employee does not receive a promotional increase.
- B. When a part-time employee is hired for another part-time position at a higher grade within their current department as a result of a competitive process, the transaction is coded as a promotion on the personnel action form. (See section 10)
- C. When a part-time employee is hired for another part-time position in a different department, regardless of the grade of the new position, it is coded as a transfer to a new department on the personnel action form. The new Department Director can offer starting pay within the first quartile of the salary range.
- D. When a full-time employee changes to part-time status, it is considered a change of employment status with loss of full-time benefits. Once the employee and department have negotiated an acceptable salary within the range assigned to that classification, a memorandum should be sent to HR for approval.
- E. For information on benefits eligibility criteria for part-time employees, refer to the Goochland County Employee Handbook.

14. Administrative Increases:

Administrative increases may be provided to employees who were hired during the fiscal year and will not have accrued one year of service as of the start of the next fiscal year. Such employees are within their twelve-month probationary period, and therefore are not eligible for a merit increase at the start of the next fiscal year. Upon approval by the County Administrator, employees hired prior to January 1st, may be eligible for a merit increase on July 1st. Such an administrative increase does not end the twelve-month probationary period for the employee. A deferred merit increase may be granted to employees hired after December 31st upon successful completion of their probationary period. Administrative increases are not guaranteed and may only be approved by the County Administrator on a year-to-year basis.