

# Salt Lake County Human Resources Policy 5-100: Pay And Employment Practices

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## **Purpose**

Salt Lake County's Total Compensation Philosophy is to attract, motivate and retain quality employees who support the County mission of providing high-quality, cost-effective public services. This policy outlines the procedures to implement pay practices in support of the Total Compensation Philosophy and provides the foundation for a performance-based pay system.

## **I. Policy**

Salt Lake County believes in a transparent, performance-based approach to compensation. Our goal is to compete in comparable markets for high performing employees and recognize that public service has rewards beyond a base pay. We strive to provide employees with competitive compensation, benefits and retirement programs that reflect current market practices and are fiscally responsible. All pay practices are contingent on budget availability. Our pay practices will provide consistency, while remaining flexible in meeting diverse County needs.

As part of our Total Compensation Policy, Salt Lake County is committed to providing employees the opportunity for career development and advancement within the organization. The County recognizes the importance of having the ability to rehire, reinstate and transfer employees. This policy does not apply to Sheriff's Office sworn employees to the extent that there is a controlling Peace Officer Merit Commission Policy and Procedure or controlling provision in the Sworn Officer Pay Plan.

## **II. Procedures**

### **A. Responsibility**

1. Department Heads, Division Directors and Elected Officials or their designees are responsible for consulting with Human Resources regarding any pay changes and for notifying employees of final pay adjustments. These individuals and their designees are referred to as agency administrators throughout this policy.
2. Human Resources reviews and provides final approval for all pay changes addressed in this policy. A final approval of a pay change shall be implemented upon approval or upon satisfying the prerequisite conditions.
3. All new employee pay or changes in current employee pay shall be evaluated based on the Pay Range Guidelines, internal pay equity, and a competitive external market rate. Base pay shall not exceed the maximum of the grade.
4. The agency shall review all pay decisions within their agency and determine budget availability. The agency shall make internal budgetary adjustments to implement a pay change and may request additional funding from the County Council.

### **B. Temporary Employee Compensation**

1. Temporary employees are paid on an hourly basis and within the pay range established by Human Resources for the position.

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2. Temporary employees may be granted pay increases based on budget availability and in consultation with Human Resources.
3. Temporary employees are eligible for Incentive Awards or Bonus Awards.
- C. Employment Practices for Rehire, Intra-County Transfer, Promotion, Demotion, Involuntary Reassignment, Voluntary Reassignment, Reinstatement, Inter-Jurisdictional, Assimilation.
  1. Rehire of Former County Merit Employees
    - a. Former County merit employees who successfully completed a probationary period and left the County in good standing (not terminated for cause or resigned in lieu of termination) with the County are eligible for rehire, without competition, into any vacant position for which they meet the minimum qualifications. All rehired employees shall serve a new probationary period.
    - b. Agency administrators shall notify the Human Resources Division of their intention to rehire a former merit employee and request certification of the individual's eligibility for rehire.
    - c. If the individual is not certified as eligible for rehire by the Human Resources Division, the agency administrator shall provide the individual written notification of the decision.
  2. Intra-County Transfer: the transfer of a current county employee between agencies.
    - a. Intra-County transfers shall be approved by Human Resources.
  3. Promotion: a change from one position to another position in a higher grade which may result in a pay increase.
    - a. Merit employees may be promoted without a competitive recruitment into higher grade positions for which they meet the minimum qualifications and are certified as eligible by the Human Resources Division.
    - b. Probationary employees may be required to serve a new merit probationary period or serve out the remainder of the original probation period at the new agency administrator's discretion.
  4. Demotion: a disciplinary change from one position to another position that results in a reduction in grade and/or pay.
    - a. Pay and/or grade shall be reduced if an employee in a supervisory role is demoted to a non-supervisory role.
  5. Involuntary Reassignment: a non-disciplinary change from one position to another position that has the same grade and pay.
    - a. An involuntary reassignment may be temporary or permanent.
  6. Voluntary Reassignment: a non-disciplinary change from one position to another position that has the same grade and pay.
    - a. A voluntary reassignment may be temporary or permanent.
  7. Reinstatement: the mandatory rehire of a former County merit employee who (a) has been reduced-in-force within the last six (6) months, or (b) is a veteran eligible under

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the Uniformed Services Employment and Reemployment Rights Act, or (c) has been reinstated as a result of Career Service Council or subsequent court action.

- a. Merit employees accepting an appointed position who are not retained by the appointing officer shall be reinstated in accordance with the County Personnel Management Act.
  - b. USERRA eligible employees leaving county for the purpose of entering the Armed Forces shall be reinstated with all the rights and benefits provided in accordance with the provisions of the USERRA.
  - c. Merit employees shall be reinstated as required by any final Career Service Council or court order.
8. Inter-Jurisdictional Transfer: the transfer of a current employee of another comparable public merit system.
- a. Inter-Jurisdictional Transfers shall be approved by Human Resources.
  - b. Inter-jurisdictional transfer employee is required to serve a probationary period.
9. Assimilation: the transfer of a function of service to the County which may include the transfer of employees.
- a. When the County Council elects to assimilate a function or service to Salt Lake County government from another public jurisdiction, the assimilated employees automatically become merit employees of Salt Lake County.

## D. Annual Merit Adjustments

1. The Council may approve funding for an Annual Merit Adjustment. Merit employees are eligible for an annual merit increase if they received an overall score of at least 3.0 in their most recent annual performance appraisal.
2. The Council may approve funding for redlined merit employees to receive a lump sum payment in lieu of a merit adjustment. Redlined merit employees are eligible for a lump sum payment if they received an overall score of at least 3.0 in their most recent annual performance appraisal.

## E. Pay Differentials

1. Pay differentials provide additional compensation to employees for specific working conditions. Pay differentials will apply to hours actually worked.
2. Pay Differentials follow the Pay Range Guidelines.
3. Human Resources shall consult with agency administrators to define positions eligible for pay differentials and document the reason for the differential.
4. Pay Differentials are paid as additional pay and recorded through payroll. Employees are responsible for accurately recording time in payroll.
5. Supervisors are responsible for communicating approved differentials to eligible employees.
6. Pay differentials include:

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## a. Lead Worker Differential

- i. A lead worker differential is paid for assigned lead worker duties. The differential only applies to a shift that consists of at least one full day of work.
- ii. A lead worker differential is not paid to supervisory positions.
- iii. A lead worker shall perform all of the following:
  - a) Leading a group consisting of not less than the equivalent of two full-time merit or temporary employees;
  - b) Assigning the work of all group members;
  - c) Assisting, guiding, and instructing group members in the performance of their duties (excluding supervisory duties such as disciplinary actions and conducting performance evaluations); and
  - d) Performing the same or similar work assignments as the other members of the group a majority of the time.

## F. Career Development

### 1. Acting In

- a. A merit employee may be temporarily assigned to an allocated, higher grade position upon approval by the Human Resources Director.
- b. An agency placing an employee in an Acting In assignment provides the employee a written agreement outlining the requirements of the position.
- c. The agency and employee agreement shall contain the following information:
  - i. Title of the position
  - ii. Effective date of the assignment
  - iii. The length of the appointment
    - a) Acting In assignments are generally six months or less and may not be retroactive for a period greater than 30 calendar days.
    - b) Requests for Acting In extensions beyond the six months shall be made by the agency and approved by the Human Resources Director.
  - iv. Duties and responsibilities of the new assignment; and
  - v. The employee's pay while Acting In.
- d. An employee's pay while Acting In shall be increased to at least the minimum of the Acting In grade. The actual amount of pay shall be based upon the Pay Range Guidelines, internal pay equity and a competitive external market rate
- e. The employee's position number, job code and grade shall not change during an Acting In assignment.
- f. The employee's pay returns to the prior rate of pay upon completion of the assignment. If the employee becomes eligible for a career progression or in-grade advancement while in the Acting In position, the employee receives the corresponding pay adjustment
- g. Employees shall meet the minimum qualifications of the Acting In position.

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## 2. Career Mobility Assignments

- a. Career Mobility Assignments are designed to increase the skill set of employees through a temporary assignment in another section, division, department or elected office of the County or other public jurisdiction.
- b. Career Mobility Assignments may be a temporary assignment in a position with the same or higher grade. There may be an increase in pay for career mobility assignments. Agencies interested in creating a career mobility assignment shall contact the Human Resources Division prior to any negotiations.
- c. Agencies shall complete a [Career Mobility Agreement Form](#) for approval by the Human Resources Director.
- d. Career mobility agreements include duties and responsibilities of the assignment and should not exceed one year. Requests for Career Mobility extensions shall be approved by the Human Resources Director.
- e. The assignment may be full-time or part-time.
- f. If the career mobility does not involve an exchange of employees, the vacated allocation may not be reclassified or abolished until after the career mobility assignment has been terminated.
- g. An employee from a public jurisdiction other than the County assuming a career mobility assignment shall be subject to an interlocal agreement.

## G. In-Grade Advancement

1. In-Grade Advancements provide an increase in base pay within a grade when an employee has demonstrated new skills, knowledge or competencies related to their position. Qualifying criteria shall be outlined and pre-approved in an In-Grade Advancement Plan. This is a movement from within a grade that does not require a vacant position.
2. In-Grade Advancement Plans shall describe how higher-level skills, knowledge or competencies will be achieved and provide an explanation of how the plan will meet or further agency objectives.
3. In-Grade Advancement Plans shall be approved by the agency administrator and Human Resources Director, or designee.
4. A current job description shall accompany the In-Grade Advancement Plan.
5. Employees are not eligible for an In-Grade Advancement if they receive an overall score of less than 3.0 in their most recent annual performance appraisal.
6. In-Grade Advancements are based on the following criteria:
  - a. Employees consistently demonstrate increased/new proficiencies and competencies gained through successful performance of complex and significant projects, assignments and responsibilities related to the current position as approved in the In-Grade Advancement Plan.

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- b. Employees demonstrate a significantly higher level of knowledge and skill in areas directly related to the current position and/or agency objectives (which may be a result of obtaining certain certifications).
  - c. Employees shall have successfully completed their probationary period in the current position at the time the in-grade advancement plan is completed with an overall score of at least 3.0 in their most recent annual performance appraisal.
  - d. Time in the job in and of itself does not qualify for an In-Grade Advancement.
7. Additional education, certifications, or licenses not directly related to the position or agency objectives do not qualify for an In-Grade Advancement.

## H. Grade Advancement

- 1. Grade Advancement is an approved classification series through which an employee will move to a higher grade based on upon pre-approved advancement criteria.
- 2. Qualifying criteria shall be outlined and pre-approved in a Grade Advancement Plan.
- 3. Grade Advancements are not advancements *within* a grade. This is a movement from one grade to another that does not require a vacant position.
- 4. Grade Advancement plans are subject to the pre-approval of the Human Resources Division Director or designee.
- 5. Agency administrators wishing to develop Grade Advancement plans shall provide current position descriptions to the Human Resources Division and develop and include criteria for advancement.
- 6. A Grade Advancement plan consists of a grade advancement that is defined by more complex and responsible actions, reflected in the minimum requirements and essential functions of the next higher grade. Job Descriptions shall be designated as Grade Advancement eligible and define the minimum qualifications required to advance from one grade to another.
- 7. Employees may only advance through Grade Advancement by satisfactorily performing the duties of their current position and meeting the minimum qualifications of the next higher job in the Grade Advancement plan. A merit employee who meets the criteria for Grade Advancement shall be advanced.
- 8. Employees are not eligible for Grade Advancement if they received an overall score of less than 3.0 in their most recent annual performance appraisal.

## I. Bonus Awards

- 1. An agency administrator may give a discretionary Bonus Award to an employee for outstanding performance. The award may be in the form of cash or paid administrative leave. The agency shall keep a record of the outstanding performance being awarded and ensure that other similar outstanding performance is being awarded equitably.
- 2. A bonus award in the form of cash may not exceed \$3,000 in aggregate over a calendar year without Council approval. The Council shall be notified upon the award of any bonus.

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3. A bonus award in the form of paid leave may not exceed five working days in aggregate over a calendar year.
4. Merit employees are not eligible for bonus awards if they received an overall score of less than 3.0 in their most recent annual performance appraisal.

## J. Incentive Plans

1. The County encourages agency administrators to establish incentive plans that reward employees for exceptional performance that contributes to higher productivity or other recognizable achievements. Agency administrators shall utilize the [Incentive Plan Form](#) when submitting a plan for approval.
2. Eligibility for participation in an incentive plan:
  - a. Incentive plans may be developed for any employee or class of employees and are normally submitted on a division or section-wide basis.
  - b. Written proposals for an incentive plan shall be on an employee or group basis and any or all incumbents in the specified group within the division or office covered under the incentive plan shall be equally eligible.
  - c. Merit employees are not eligible for incentive plans if they received an overall score of less than 3.0 in their most recent annual performance appraisal.
  - d. Incentive plans may not be applied retroactively.
  - e. Incentive plans for a department, office or division shall be approved by the agency administrator prior to being submitted to the Human Resources Director for approval. The Council shall be notified upon the approval of any incentive plan.
  - f. All incentive plan pay is taxable compensation that shall be processed through payroll.
3. An incentive plan shall be in writing and include the following:
  - a. A description of the performance needed to receive the incentive.
  - b. Clearly defined performance measurement criteria.
  - c. A description of the efforts made to make the plan available to all qualifying employees.
  - d. The time frame for the incentive plan.
  - e. The amount of the incentive to be awarded.

## K. Retention Compensation

1. Agency administrators may request retention compensation in order to retain staff in high turnover or hard-to-fill positions. Agency administrators shall notify the Mayor of all requests. All retention compensation requires Council approval.



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## III. References

- A. County Personnel Management Act, [Utah Code 17.33](#)
- B. Salt Lake County [Nepotism Ordinance](#)
- C. Human Resources Policies:
  - 1. 1-200, General Definitions
  - 2. 2-900, Reduction in Force Separations
  - 3. 3-400, Discipline
- D. Uniformed Services Employment & Reemployment Rights Act ("USERRA"), 38 U.S.C. §§ 4301-4335
- E. Fair Labor Standards Act of 1938 as amended
- F. County Personnel Management Act, Utah Code 17.3301-16
- G. Countywide Policies and Procedures
- H. Pay Range Guidelines

APPROVED and ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2018.

### SALT LAKE COUNTY COUNCIL

By \_\_\_\_\_  
Aimee Winder Newton, Chair

ATTEST:

\_\_\_\_\_  
Sherrie Swensen  
County Clerk

Approved as to form and legality:

Voting:  
Council Member Bradley voting \_\_\_\_\_  
Council Member Bradshaw voting \_\_\_\_\_  
Council Member Burdick voting \_\_\_\_\_  
Council Member DeBry voting \_\_\_\_\_  
Council Member Granato voting \_\_\_\_\_  
Council Member Jensen voting \_\_\_\_\_  
Council Member Newton voting \_\_\_\_\_  
Council Member Snelgrove voting \_\_\_\_\_  
Council Member Wilson voting \_\_\_\_\_

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## Pay Range Guidelines

Below are general guidelines for a market-based approach to determining an employee's placement within a grade range. Following these market-based guidelines is a grid with various pay action scenarios along with corresponding guidelines to be used and followed when establishing where within a grade range an employee should be paid.

First Quartile. Employees may be placed within the first quartile of their grade range if they:

- Meet minimum qualifications; are fairly new to the job and field, have little or no direct related prior experience.
- Will have a steep learning curve, building skills and knowledge as well as ability to handle job responsibilities.

Second Quartile. Employees may be placed within the second quartile of their grade range if they:

- Perform (or have demonstrated capability to perform based on prior experience) some or most job responsibilities with increasing effectiveness.
- Possess most or all of the basic knowledge and skill requirements, but may need to build upon them through experience.
- May still be learning some aspects of the job or developing expertise to handle them more independently and effectively.
- Consistently exhibit many or most of the desired competencies to perform the job successfully.

Third Quartile. Employees may be placed within the third quartile of their grade range if they:

- Perform (or have demonstrated the capability to perform based on prior experience) all aspects of the job effectively and independently.
- Are experienced in the job and possess required knowledge and skills.
- Consistently exhibit the desired competencies to perform the job successfully.
- Are a seasoned and proficient professional.

Fourth Quartile. Employees may be placed within the fourth quartile of their grade range if they:

- Are an expert (or have demonstrated the capability to perform as an expert based on prior experience) in all job functions.
- Have broad and deep knowledge in their own area of expertise, as well as related areas.
- Have depth and breadth of experience, specialized skills, and a perspective that adds significant value to the County.
- Serve as an expert resource, role model or mentor to others at the County.

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Pay Action	General Guidelines
New or change in pay	All new or changes in pay shall be evaluated based on the Pay Range Guidelines, internal pay equity, and a competitive external market rate.
Differentials	An increase in pay added for the period the differential applies. The amount of pay shall be evaluated based on the Pay Range Guidelines, internal pay equity and a competitive external market rate.
Bonus Awards	A one-time addition to pay. May not exceed the amount stated in policy without Council approval.
Incentive Awards Plan Payment	An addition to pay based upon an approved incentive plan.
Acting In	At least the minimum pay of the Acting In Grade. The amount of pay shall be evaluated based upon Pay Range Guidelines, internal pay equity and a competitive external market rate.
Career Mobility	The amount of pay shall be evaluated based upon Pay Range Guidelines, internal pay equity and a competitive external market rate.
In-Grade Advancement	Determined by In-Grade Advancement Plan, which is evaluated based upon Pay Range Guidelines, internal pay equity and a competitive external market rate.
Grade Advancement	At least the minimum pay of the new Grade. The Grade Advancement Plan shall be evaluated based upon Pay Range Guidelines, internal pay equity and a competitive external market rate.

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## **In-Grade Advancement Guidelines**

### **Purpose**

- The purpose of In-Grade Advancement is to provide upward pay mobility for employees within the same grade.

### **Establishing an In-Grade Advancement Plan**

- Proposed In-Grade Advancement Plans are submitted to the Human Resources Director or designee for final approval.
- In-Grade Advancement Plans shall be signed by the immediate supervisor, division director, department director/elected official, and the Human Resources Director or designee.
- In-Grade Advancement Plans shall provide a business justification that clearly demonstrates the added value to be provided to the organization by the employee upon completion of the plan.
- In-Grade Advancement Plans are evaluated based upon Pay Range Guidelines, internal pay equity and a competitive external market rate.

### **Evaluating an In-Grade Advancement Request**

- An In-Grade Advancement request shall be accompanied by a signed and completed In-Grade Advancement Plan.
- In-Grade Advancement requests will clearly describe the business justification including, but not limited to, how an employee has gained additional education, experience, certification, skill or competency that is directly related to furthering the objectives of the agency.
- The Human Resources Director or designee holds final approval authority for In-Grade Advancements.

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## **Grade Advancement Guidelines**

### **Purpose**

- The goal of Grade Advancement is to provide upward mobility for employees to move from a lower grade to a higher grade based on pre-approved advancement criteria.

### **Definition**

- A Grade Advancement is not a movement within a grade; rather it is advancing from one pay grade and job code to another and does not require a vacant position.
- Grade Advancement typically requires the attainment of an additional license, required certification, or specialized competency in order to meet the minimum qualifications of the next higher grade.

### **Establishing a Career Progression path**

- Agency administrators shall establish Grade Advancement plans by identifying the job codes to be included in the plan, clearly establishing minimum qualifications for each job, and submitting current job descriptions.
- Proposed Grade Advancement plans are submitted to the Human Resources Director or designee for final approval.

### **Evaluating a Grade Advancement request**

- Grade Advancement plans shall show a clear and standardized requirement for additional licensure, certification or specialized competency that allows the bearer to perform increasingly more complex and responsible actions, reflected in the minimum requirements and essential functions of the next higher grade. Some examples include:
  - o Engineering: Engineer in Training (EIT) → Fundamentals in Engineering → Professional Engineer.
  - o Nursing: Licensed Professional Nurse (LPN) → Registered Nurse (RN) → Advanced Practice Registered Nurse (APRN).