

Human Resources / Compensation Philosophy

City of Fayetteville Compensation Philosophy

The City of Fayetteville is committed to recruiting, retaining and motivating an excellent workforce by providing a high quality of work life to City employees through a competitive compensation structure, competitive benefits program, and a challenging and enriched work environment.

In order to deliver high quality municipal services, the City's workforce must possess key attributes associated with excellence. Therefore, the following key characteristics for all employees are desired:

- highly skilled
- customer service oriented
- possess personal integrity and exhibit ethical behavior
- highly productive and focused on quality results
- team players
- seek opportunities to improve services
- understand technology
- value diversity
- committed to the City's welfare

The City will achieve this pay philosophy by implementing the following initiatives:

Hiring

- Provide a base compensation structure that is competitive and strives to be above average in market salaries as incorporated into the City's compensation and classification plan
- Provide for flexibility in both hiring rates and providing compensation for existing employees that is both flexible and internally equitable
- Provide an appropriate set of benchmark positions which establish the foundation for the City's pay line and provide a consistent means for the City to review the market every year and conduct a comprehensive market survey every four years.

Retaining

- Provide for a meaningful way for employees to move through the compensation plan based on both experience and achievement so that employees can anticipate rewards based on contributions, experience and performance
- Provide that the annual review of the market and adjustments to the City's overall compensation plan of not less than the cost of living increase become a

part of the budgeting process through periodic surveys and the incorporation of the results into the City's proposed budget for personnel costs

- Adopt a policy of regularly reviewing the City's benefits and rewards programs to maintain competitiveness with the City's market

Motivating

Provide for a performance and experience recognition program that incorporates the following:

- The ability to review and rate performance for all employees and to provide adjustments to employees based on their consistent level of achievement and successful experience on the job
- A bonus program to provide one-time, on-the-spot rewards for meritorious service
- A compensation program that recognizes incentives based on job related professional or academic achievements

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COMPENSATION PHILOSOPHY

The Tacoma City Council is committed to a results-oriented government that provides efficient and accountable government services.

To attract and retain the employees with the competencies, skills, knowledge, and dedication we need to meet our high performance standards, the City of Tacoma (the City) strives to be an employer of choice in the Puget Sound region. For our community that means our goal is to be a well-managed municipal government that provides exceptional services to our residents. For our employees that means we are committed to:

- Providing opportunities for our employees to grow and develop their skills, knowledge, and ultimately their careers.
- Ensuring individual accountability for performance and results.
- Communicating openly with our employees about our business/mission, our successes and our failures, and opportunities for us to do things better.
- Providing a competitive total compensation package.

The total compensation program at the City is designed to assist us in creating and supporting a high-performance, responsive and competitive organization. The total compensation program is made up of salary/wages and benefits.

MARKET DEFINITION¹

We regularly assess our market to ensure that our salary ranges remain competitive.

Given the diversity and complexity of the duties and responsibilities for positions filled by the City of Tacoma, the “market” for any individual position or classification will be varied. For some positions, the market will be exclusively public sector governments. For other positions, the market will be a mix of public sector and private sector employers. In markets such as Click!

¹ Market Definition received a “Do Pass” recommendation from the GPFC on January 16, 2008, and was revised on April 2, 2008.

and Tacoma Rail, the market may be exclusively private sector. The market will be defined in a manner that reflects the primary industries where labor talent is found, recruited from and/or lost to.

Once the market is generally identified, then certain criteria come into play when considering the potential pool of market data. Those criteria will include:

- Certain positions are recruited from and hired, or lost to local area employers (of public, private or both sectors) so data from organizations within that geography are most relevant.
- Certain positions are recruited from and hired, or lost to regional or national employers (of public, private, or both sectors). Thus survey data for these positions might be obtained from a regional or even national geography, based on past experience and historical data.
- National data will only be used (adjusted for Tacoma regional cost of labor), if there are insufficient local or regional survey data available to make reliable market analysis, or the national market is the appropriate market for comparison.
- All data should be appropriately scaled and adjusted to reflect geographic differences in the cost of labor; this is intended to insure that the survey data reflects comparable information.
- Finally, at certain job levels, the complexity created by organizational size and purpose is directly related to the scope of responsibility of the position and consequently, its pay.

COMPETITIVENESS²

The City of Tacoma's total compensation philosophy is to provide pay and benefits sufficient to attract and retain the qualified and skilled employees to accomplish the City's strategic plan:

- Position total compensation (pay and benefits) between the 65th and 75th percentile of the market.
- Recognize that there are conditions where exceptions may be necessary, in situations such as:
 - ✓ Recruiting the desired level of talent in certain jobs is a sustained problem and results in negative impacts to the City;
 - ✓ Retention issues, including succession and turnover;
 - ✓ Significant changes in the economy or marketplace;
 - ✓ Internal anomalies in alignment, disparities or inconsistencies.

BENEFITS

We target our benefits, in total, to provide above average value to our employees. We recognize that other less tangible elements, such as the mission of the departments in serving the citizens of Tacoma, are valuable to our employees. Each element plays a role in our pay strategy.

PAY ADMINISTRATION

The City's policies around pay administration (for both classified and non-classified employees) are intended to ensure fair and consistent decisions surrounding employee pay, to provide hiring managers with enough flexibility to be able to recruit and retain our talented employees, to emphasize performance, and to increase accountability for all employees.

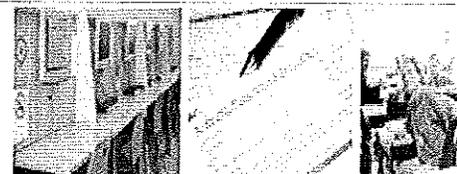
Our goal is to attract, retain and motivate committed, hard-working, creative and thoughtful employees who support our mission to meet and exceed the expectations of our community, not only in service delivery but in building a better place for all of us to live and work.

² From the minutes of the January 30, 2008 meeting of the GPFC: ". . . it is the consensus of the Committee that the City's position in market should be between the range of 65% to 75%."

CITY OF *Alexandria* VIRGINIA



Human Resources



Classification & Compensation

Compensation Philosophy

Overview

In May of 1997, the City Council adopted its first-ever Compensation Philosophy statement. The statement is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to the community; that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions which are most likely to affect recruitment and retention of employees.

Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain, and motivate qualified employees. To that end, the following principles govern compensation programs:

- Pay programs are intended to be competitive at a minimum with the average pay of comparator organizations in the primary labor market. The primary labor market is currently defined as the Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- From time-to-time, the City Manager may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract and retain specific positions or classes.
- In order to accomplish this objective, the salaries of representative benchmark classes for all occupational groups are compared to the minimum and maximum salaries, with a focus on the mid-point, of the comparator jurisdictions. The benchmark classes were selected primarily from the Local Government Personnel Association (LGPA) Salary Survey document because they represent the common job classifications used by most, if not all, local area jurisdictions, including the comparators. The benchmark matches are also reviewed and validated annually by the participating jurisdictions. More importantly, the benchmarks capture on-going evolutionary changes occurring within these occupations and provide a meaningful basis to make market ratio comparisons. The remaining City job classifications that were not selected as a benchmark job, were "linked" to one of the selected benchmark classes. This process allows us to affect both the benchmark class and any classes "linked" to a benchmark class when survey results indicate a pay adjustment is necessary. In determining the appropriate linkages, input was obtained from department and office heads City-wide. The list of benchmark classes and linked classes are reviewed and updated as new classes are established or abolished in order to maintain accurate and timely data.
- In determining Alexandria's market competitiveness, a market ratio was developed. Alexandria's relationship to the market is shown as the market ratio falls below or rises above 100%. Job classes with a market ratio of less than 90% are considered to be below the market. If an adjustment is authorized based upon the survey results, the grade for the benchmark class(es) plus the linked class(es) would be adjusted to minimally place the class(es) within the acceptable threshold (90-110 %).

- In all instances, for benchmark jobs, information for an assessment of pay competitiveness will be ascertained through reliably published compensation survey data.
- Every five years, or more frequently when so determined by the City Manager, the Manager will conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any positions or classes into competitive alignment. At any time the City Manager determines that one or more particular classes need to be reviewed more frequently than once every five years, necessary action may be taken to address the market position of such classes.
- Where an average salary for a class(es) falls below or exceeds market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City Manager may take actions necessary to align the class(es) with the competitive market place, for implementation in the next fiscal year, or sooner if financially feasible.

General Salary Adjustments

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon

- Overall competitive posture of the organization.
- Cost-of-living changes, as determined by the CPI-U-DC (Consumer Price Index-Urban for the Washington Metropolitan Area, published monthly by the U.S. Department of Labor, Bureau of Labor Statistics).
- Comparator organizations in the primary labor market.
- Financial affordability.

Pay Scales

The City Manager will promulgate pay scales for all employees that will provide information on salary increases within a particular grade that an employee may expect from year-to-year if performing satisfactorily. For public safety classifications, because of the unique nature of a command-based hierarchy with structured ranking of employees and a career expectation upon initial hiring, the Public Safety pay schedule will differ from the General Schedule only in the number of grades necessary to cover the amount of classes that need to be graded.

For all employees, the percentage increases in the salary schedule from year-to-year will not be the same amount every year in a particular grade, but will have some variability to reflect length of service and base salaries. To attract and retain employees in the early years of service, while base salaries are still relatively low, the percentage increase may be higher than for more senior employees, who are performing satisfactorily, and gaining more experience and providing even greater value to the City, but have a higher base salary. However, in all cases, employees will know the number of years necessary to reach maximum pay in a particular grade, performance expectations to advance in-grade, and career development opportunities to advance to another grade.

The specific schedules will be competitive with the averages for the primary labor market, and will be adjusted whenever necessary to maintain market competitiveness.

Salary increases from the pay scale are a function of satisfactory performance — merit. All employees should be made aware that such increases are a recognition of performance that meets and exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.

Career Development Increases

The City Manager will maintain a pay structure to provide career advancement to recognize the attainment of career levels and developmental milestones that assure that the City's career classes are paid comparably with those in the primary labor market. Such a structure, or "career ladder," enables existing employees in career classes within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who grow in skill and capability.

Career ladders have been established in the following class series: Legal Secretary I, II; Code Enforcement Inspector I, II, III; Code Enforcement Engineers I, II, III; Budget/Management Analyst I, II, Urban Planner I, II, III; Motor Equipment Operator, Equipment Operator I, II, and Heavy Equipment Operator; TES Inspector I, II; Emergency Rescue Technician I, II; Deputy Fire Marshal I, II, III; Deputy Sheriff I, II, III, IV; Fire Fighter I, II; Police Officer I, II, III, IV; Parking Enforcement Officer I, II, III; Assistant City Attorney I, II, III, IV, V; Assistant Commonwealth Attorney I, II, III, IV, V; and Buyer I, II.

Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or a revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base.

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COMPENSATION

FULL TIME



[CAREER OPPORTUNITIES](#)

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Performance

Excellence in public service that exceeds customer expectations is dependent upon a professional workforce of committed, creative, and accountable employees. Recruiting and retaining exceptional employees is essential to fulfilling the City of Lenexa's mission and maintaining its organizational values.

To remain competitive in recruiting and retaining exceptional employees, the City has adopted a compensation policy that values merit and is performance-based. The City's compensation philosophy also is to remain fair and consistent, flexible, adaptable and responsive, as well as fiscally responsible.

According to the City's philosophy, employee compensation is one of several important elements that contributes to the recruitment and retention of exceptional employees. The definition of the total compensation package at the City of Lenexa reflects anything that is a benefit to the employee. Currently those benefits include salary, health and welfare benefits, time off, professional/career development and retirement. Other important elements that assist in recruiting and retaining exceptional employees include the following: A positive work environment with high morale, an organization committed to professionalism and excellent training, the opportunity to work with safe, reliable equipment and current or leading-edge technology, and the availability of financial resources.

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Compensation

Compensation Philosophy

The City of West Des Moines strives to provide the quality of life desired by the community through services provided by our City Departments. The most important vehicle for providing these services is through our employees. The purpose of West Des Moines' Compensation program is to attract, retain and motivate a highly qualified and competent work force to provide the quality of service our citizen's expect and deserve.

To Attract: The City of West Des Moines will be competitive with the labor market, subject to the availability of funds. This will be accomplished through regular competitive salary/benefit surveys of the applicable external markets.

To Retain and Motivate: The City of West Des Moines strives to retain and motivate a highly qualified and competent workforce. This will be accomplished through implementation of a pay for performance philosophy in the City's performance management programs.

Internal equity is maintained through a job evaluation program that reviews the components of each job within the City and realigns the positions with the City's pay structure and/or the external market when needed. In addition, the City's performance management system is monitored to ensure fair and consistent treatment of employees.

The City of West Des Moines strives to remain competitive in its benefit programs and to maintain a reasonable level of cost sharing with employees.

The City of West Des Moines strives to maintain a positive work environment through: appreciation/recognition programs to enhance employee morale; paid time-off programs to help employees balance work and personal responsibilities; skill/knowledge enhancement programs to provide employees with the tools to enhance their careers and/or personal development; and, policies designed to align City needs with flexibility for the employee.

Compensation Design

The salary structure provides an equitable, competitive and consistent basis for compensating employees. The salary structure is a logical and ordered framework that combines the internal job relationships developed through the job evaluation process with the external prevailing market conditions as reflected by the market salary analysis.

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CONVENTION AND VISITORS AUTHORITY

Compensation Philosophy

We are an organization dedicated to the highest level of leadership to maximize visitation for our destination. The Authority provides marketing and operational excellence in its service delivery and will provide a total compensation package that enables the Authority to attract, retain, motivate, and reward highly skilled and talented employees to successfully accomplish the Authority's mission. An individual's pay is influenced foremost by individual employee performance, external labor markets, internal equity concerns, and local economic conditions.

PURPOSE

The Las Vegas Convention & Visitors Authority (Authority) values its most important asset, our employees, who provide efficient, effective and responsive customer service in keeping with the values of the organization. The classification and compensation system supports the employees of the Authority by helping them to be responsive to their customers while being fiscally sound and cost effective.

GOAL 1

We will provide a compensation system that will reflect economic conditions of the various occupational labor markets in which the Authority must compete. The system will also reward employees who perform at above-standard levels within their respective job class. Our compensation and benefit strategies will reflect our status as the premier destination marketing organization. Our strategies will also reflect the fact that our organization is uniquely responsible for both destination marketing as well as convention center operations.

OBJECTIVE 1

Compensation levels will reflect the multiple labor markets covering Authority classes.

STRATEGIES

- a) The labor market will include public and private sector employers with whom the Authority competes for employees. Local private and public organizations with comparable benchmark classes and similar in size and character will be surveyed for the majority of the jobs. For selected jobs, the labor market will include Convention and Visitors Bureaus/Authorities throughout the United States. Salary comparisons will reflect cost of living differences in each geographic location.
- b) Consideration will always be given to local general economic conditions when analyzing survey results

OBJECTIVE 2

Pay grade ranges will approximate the actual average ranges for positions in the relevant labor market(s) as reported in salary survey results. Pay range minimums and maximums will be established from survey results.

STRATEGIES

- a) Job range spans will be based on the level of the job classification and market information.
- b) Salary ranges will increase in width as jobs move up the salary grade structure.
- c) For performance that exceeds established standards, employees may be eligible to receive compensation increases that exceed the norm for other Authority employees.
- d) Performance will be both qualitative as well as quantitative. Increasing skills, as well as quantitative increases (group or individual performance) may be considered.
- e) Senior Vice Presidents recommend adjustments to individual compensation within an established salary range for individual employees within the budgetary limitations of their division. Such recommendations are subject to review and coordination with the Vice President of Human Resources and final approval by the President/CEO.
- f) Each classification will have a salary range established at approximately the average salary paid incumbents occupying like positions in the relevant labor markets according to occupational groups.
- g) The hiring range will be from the range minimum for minimally acceptable qualified candidates to the range maximum for exceptionally well qualified individuals. Appointment above mid-point may be made upon recommendation and justification provided by the Senior Vice President. Such recommendation will be coordinated with the Vice President of Human Resources with final approval by the President/CEO, within budgetary limitations. Initial hiring at or near the range maximum is highly discouraged since it will not provide for future growth.
- h) Reclassification/promotion policies will be administered so that resulting salaries are competitive with average salaries in the relevant labor market.

- i) No employee will be paid outside his/her designated pay range, except an employee who is formally appointed temporary acting status in a higher grade.

OBJECTIVE 3

Classifications which are not used in development of the salary structure (e.g., specialized jobs without peers in the marketplace), will be placed in the salary structure based upon their internal relationship with benchmark classes within the occupational group as determined through a standardized job evaluation process.

STRATEGY

The compensation structure will be based on market salary data for benchmark job classifications compiled through evaluation of salary surveys. Placement of individual job classifications within the overall salary grade structure will be based on their relative internal value within the occupational groups.

OBJECTIVE 4

Salary advancement and incentive bonus will be based on specific and measurable performance levels which meet established standards.

STRATEGIES

- a) Employees may be eligible for a pay increase and/or incentive bonus for demonstrated, measurable performance that achieves or exceeds standards.
- b) Employees whose performance is below established standards will not receive a salary increase or incentive bonus for that period.

OBJECTIVE 5

Employees will be informed regarding their compensation and benefits.

STRATEGY

The Human Resources Department will annually issue a statement to all employees reflecting the total value of the compensation and benefits package.

OBJECTIVE 6

The compensation system will be responsive to organizational and market changes by consistent, cost effective, fair and equitable review of the pay structure and placement of individuals within that structure.

STRATEGIES

- a) The Human Resources Department will administer the compensation system.
- b) The Human Resources Department will maintain internal equity and external parity in the compensation system by reviewing internal adjustments and monitoring relevant labor markets.
- c) The Human Resources Department will survey the relevant labor markets no less than every three years for purposes of adjusting the salary schedule.

GOAL 2

To provide a Performance Appraisal System which will support the Authority's goals and values statement regarding its services and employees.

OBJECTIVE

The performance appraisal system will be used constructively to promote, create and maintain an environment that supports, demonstrates and enhances the mission, organization goals and the value statement of the organization.

STRATEGIES

- a) The performance appraisal system requires continuous two-way communication between supervisors and employees. The system also requires documented quarterly meetings to discuss performance.
- b) Performance will be formally evaluated on an annual basis.
- c) The performance appraisal system will incorporate job knowledge, quality, accountability, leadership, interpersonal skills, policies and procedures, and time and resource allocation.
- d) Supervisors and employees will be trained for their respective roles in the performance appraisal system.
- e) The Human Resources Department will have overall responsibility for effectively implementing and monitoring the performance appraisal system and the required training.

GOAL 3

The Reclassification Process will be administered in an efficient, cost effective, responsive, fair and equitable manner to meet the needs of both the Authority and its employees.

OBJECTIVE

The reclassification process will be administered by the Human Resources Department.

STRATEGIES

- a) Established time tables will be followed to ensure timely action on reclassification requests.

Note: The goals, objectives and strategies set forth in this plan are subject to budgetary limitations. Nothing contained herein is to be construed as a binding contract.

GLOSSARY OF TERMS

Class Series

A group of jobs that are related in terms of work performed but differ in terms of level of work and minimum qualifications. In a class series, an individual employee will typically have the opportunity to progress to the higher level or levels as (s)he develops increased capabilities and the organization has the need for work at the higher level. Not all jobs are part of a series. Some jobs are very narrow and the Authority does not need more than one level.

Occupational Group

A group of jobs that fall within a single occupation. Occupational groups may include one or more class series' and individual job classes that are not part of a series. The various series and jobs are normally related by the type of work performed, such as administrative, but each series or job will have unique requirements. Typically, jobs in an occupational group fall within the same employment category and would, therefore, be treated in a similar manner.

Job Evaluation

A process to determine the relative value of jobs within the organization. There are different approaches to job evaluation ranging from informal methods such as whole job ranking and market pricing to formal approaches such as point factor, factor comparison, scored questionnaires and the Decision Band™ method. The informal methods do not use any specific or structured criteria in determining job value. The formal approaches use pre-established criteria and all jobs are measured against the same set of standards resulting in a job hierarchy that is normally more understandable and defensible. Given the Authority's desire to use broader, more generic job descriptions in order to have flexibility in assignment of personnel and to simplify the Authority's classification plan and processes, the informal method is the most appropriate tool for use within the Authority.

Benchmark Classifications

The subset of classifications which is used to survey the labor market. Benchmark classifications should: 1) represent a large portion of employees

affected, 2) be widely representative of job families horizontally and vertically, 3) be linked to other classes, 4) have well-defined job content and qualification requirements, and 5) be found in a similar form in other organizations within the labor market.

Salary Range/Pay Grade

The minimum and maximum dollar value of a job or group of jobs that have similar economic value to the Authority. Each job classification will be assigned to a salary range. Each position within the job classification shall be paid at a rate that is no less than the minimum of the salary range and no more than the maximum of the salary range assigned to the job classification. The salary range is based on a combination of internal equity as determined through job evaluation ratings and external (market) value of the job.

Midpoint

The point midway between the minimum and maximum dollar values in salary range.

Job Rate

The point in the salary range that is determined to be the value at which the Authority pays. The job rate is used to determine the point in the salary range that is considered to be the target level for standard performance.

Pay Structure

The total set of salary ranges for the Authority.

Reclassification Process

The process in which a requestor, i.e., supervisor, manager, department head, etc., submits a written request for another classification based on additional or different responsibilities being performed on a permanent basis. The Vice President of Human Resources will review pertinent salary survey information, benchmark positions, and comparable positions and make a classification recommendation.

RULE 8
COMPENSATION
(Effective January 1, 2006; Rule Revision Memo 2C)

Section 8-10 Definitions

- A. Benchmark classification: A classification that is representative of several classifications within an occupational group for which external pay data can be readily collected.
- B. Classification: One or more positions so nearly alike in the essential character of their duties and responsibilities that the same pay grade, title and specification can be applied, and such that they can fairly and equitably be treated alike under like conditions for all other personnel purposes.
- C. Market survey: The collection, analysis and reporting of external pay data for a number of benchmark classifications.
- D. Occupational groups: Groupings of classifications that are so similar in the nature of the work performed that the same pay survey adjustments can be applied.
- E. Pay survey adjustment: A pay survey adjustment is a change in the pay structure resulting from a comparison with the pay prevailing in the Denver Metropolitan Area.
- F. Pay grades: Identifying numbers for pay ranges within a pay schedule.
- G. Pay ranges: The range of pay in a pay grade beginning at the entry rate and going to the maximum rate of the pay grade. The pay range is established for a classification by the classification and pay ordinance.
- H. Pay schedules: A pay schedule is a listing of the pay grades, and the corresponding pay steps for each classification in an occupational group.

Section 8-20 Compensation Policy

(Revised effective December 21, 2006; Rules Revision Memo 14C)

The policy of the City and County of Denver is to provide generally prevailing compensation to City employees as provided by the City Charter and the Denver Revised Municipal Code. This compensation policy is designed to attract, retain and motivate employees in order to support and reinforce the City's vision, values, and strategic business goals. To implement this compensation policy the Career Service Authority ("CSA") will:

- A. Perform market surveys to ensure the City's external market competitiveness;
- B. Provide like pay for like work within classifications; and
- C. Utilize pay for performance plans.

Page issuance date: January 12, 2007
Effective date: December 21, 2006

Section 8-30 Pay Survey Process

- A. CSA annually performs a market analysis to determine what pay survey adjustments, if any, should be recommended for occupational groups and/or classifications covered by the classification and pay plan (as defined in Rule 7 **CLASSIFICATION**) (Revised effective May 3, 2006; Rules Revision Memo 8C).
- B. In accordance with Rule 2, the Career Service Board ("Board") shall hold a public hearing to determine whether to accept, reject, or modify the pay survey recommendations.
- C. The Board provides their recommendations to the Mayor and City Council as required by ordinance.
- D. City Council and the Mayor may accept, reject, or modify the recommendations.
- E. CSA shall implement the pay survey adjustments as approved by City Council and the Mayor.

8-31 Market Surveys

In order to provide generally prevailing compensation to employees CSA shall use market surveys which include a sample of public and private sector employers and jobs throughout the local market or other appropriate geographical areas.

- A. The local market shall be defined as the "Denver Metropolitan Area" which includes Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson counties.
- B. The use of other geographical area data will be determined on a case-by-case basis for a classification. When other geographic areas are selected to be used in a survey, several factors are considered such as, but not limited to, the market where such jobs are recruited for, comparable organizations, populations and cost of living factors.
- C. Whenever salary and related information is furnished to CSA on the condition that such material remains confidential, the individual pay data by organization in such surveys shall not be disclosed.
- D. CSA shall establish written criteria for selecting surveys, which must be published and followed. Before changing the criteria for selecting surveys, CSA must inform the Board at a public meeting (see Appendix).

8-40 Establishing and Maintaining Pay Schedules

- A. Pay ranges shall be established for each classification and assigned to a pay grade within a pay schedule.
- B. The pay schedules shall be assigned to occupational groups.
- C. Pay schedules are reviewed on an annual basis by collecting and analyzing market data within the occupational groups during the market pay survey process.

8-41 Establishing Pay for Classifications

- A. The pay for a classification shall be set at generally prevailing rates of pay for comparable jobs in the Denver Metropolitan Area using the market survey process described in Rule 8-31.
- B. If market survey data are inadequate or inappropriate for a statistical analysis, pay for a classification will be determined based on internal relationship comparisons to other City and County of Denver classifications according to practices established by CSA (see Appendix).

8-42 Pay Schedules to Establish Pay

CSA shall establish the following pay schedules:

- A. Non-exempt salary schedules: applicable to those classifications not exempt from overtime pursuant to the provisions of the Fair Labor Standards Act (FLSA);
- B. Community rate schedules: applicable to classifications in the sports and entertainment field which do not have traditional year-round or seasonal schedules. These classifications are non-exempt under the FLSA;
- C. Short-range schedules: applicable to certain classifications comprised solely of on-call positions used on a seasonal basis. All classifications in the short range schedule are non-exempt under the FLSA;
- D. Trainee schedules: applicable to classifications included in the Trainee Program. These are single rate classifications that do not have ranges. The FLSA exemption varies according to the type of work performed; and
- E. Exempt salary schedules: applicable to those classifications exempted from overtime under the FLSA.

8-43 Pay Maintenance

All classifications shall be organized into occupational groups.

A. Within each occupational group are benchmark classifications which are analyzed to determine what pay survey adjustments, if any, should be recommended.

B. Pay adjustments:

(Revised effective December 21, 2006; Rules Revision Memo 14C)

1. When a classification is changed to a different occupational group, pay grade, and/or pay range as the result of a re-allocation as described in Rule 7 CLASSIFICATION, the pay for employees in that classification shall be set at the step in the new pay range that is closest to the employees' current rate of pay without a loss in their current pay. In no event shall an employee receive less than the entry rate of the new pay range.

2. a. When a classification is changed to a higher pay grade as a result of a pay survey adjustment as defined in this Rule 8, the pay for employees in that classification shall be increased by 4.55% per pay grade increase. In no event shall an employee receive less than the entry rate of the new pay range.

b. The effective date of any such changes occurring after the implementation of the annual pay survey adjustment shall be the beginning of the first work week following approval by the Board.

C. Pay survey adjustments shall be applied to the occupational groups as established in the Denver Revised Municipal Code.

Section 8-50 Employee Benefits

A. Upon request of the Mayor, City Council, or the Board, the Career Service Personnel Director ("Personnel Director") shall survey and recommend changes to employee benefits as necessary to attract and retain a qualified and competent workforce and to maintain the city's policy to provide generally prevailing compensation to employees.

B. The Board shall conduct at least one public hearing on any proposed changes to employee benefits prior to the Personnel Director making any recommendations to the Mayor and City Council.

APPENDIX 8.A.

**CRITERIA FOR SELECTING MARKET SURVEYS
(REFERRED TO IN RULE 8-31 D.)**

The following criteria shall be used to select published surveys:

1. The survey should provide written documentation of the methodology used to select the sample of the organizations surveyed; match the type of work performed; and collect, analyze, and report the data.
2. The methodology outlined should meet professionally accepted compensation standards.
3. The survey should provide written documentation showing that only organizations meeting criteria established in these rules were surveyed.
4. The survey should provide a list of the organizations surveyed.
5. The survey must provide descriptions of work in sufficient detail to ensure comparable jobs are being matched.
6. The survey must provide an effective date for all data reported.
7. The survey should provide rate structure data, actual rates of pay by quartile, median, and/or weighted average; and the number of organizations and rates the results represent.
8. The number of firms surveyed must provide a large enough sample to be considered representative of the generally prevailing wage.

CSA is required to establish written criteria for selecting market surveys by the Career Service Rules. These criteria must be published in the Appendix to this Rule 8 and followed. Before changing this Appendix 8.A., CSA must inform the Board at a public meeting.

APPENDIX 8.B.

**CSA PRACTICES FOR DETERMINING INTERNAL RELATIONSHIP COMPARISONS
BETWEEN CITY AND COUNTY OF DENVER JOB CLASSIFICATIONS
(REFERRED TO IN RULE 8-41 B.)**

These comparisons will include, but not be limited to items such as the:

1. Duties and responsibilities of the job;
2. Level of decision making;
3. Level of supervisions exercised and received;
4. Level of difficulty;
5. Minimum qualifications.

This Appendix is provided for informational purposes and is not considered a part of the Rules.

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