



EFFINGHAM COUNTY BOARD OF COMMISSIONERS

Human Resources Standards of Practice

Standards of Practice: Section 3.02	Issue Date: 2015 New _____ Revised _____ Supersedes Policy Dated:
Title: Pay Plan	Approved By Effingham County Board of Commissioners

3.02 - PAY PLAN

A. STANDARD

1. **Pay Structure**: The pay structure forms the foundation for the Pay Plan and is to be considered a part of the Pay Plan. The pay structure contains the number of pay grades necessary to accommodate all job classes and positions in the organization. The pay structure contains minimum pay rates, midpoint pay rates, and maximum pay rates.
2. **Payment within the Pay Range**: All employees covered by the Pay Plan shall be paid at a rate within the pay range established for the respective job classifications.
3. **Hiring Range**: New employees, as well as promoted and transferred employees, shall be paid at a rate within the hiring range. It is expected that individuals who meet the minimum qualifications for the position will be hired at the minimum pay rate of the pay range. However, individuals hired or promoted may be paid more than the minimum under certain circumstances, for example:
 - a. When the candidate's training, education, and experience significantly exceed the minimum qualifications, the individual may be paid at appropriate increments within the hiring range. The recommending Department Head shall provide supporting documentation indicating what training, education, and experience warrants the additional pay. Consideration will be given to the rates paid to current employees in similar positions, in order to preserve internal equity.
 - b. When the Board of Commissioners determines that the Human Resources Department and Department Heads have been unable to recruit within the hiring range, or that an applicant possesses exceptional qualifications (e.g., experience substantially above and beyond that which is required in the official job description for a position), the Board of Commissioners may authorize the employment of an applicant at a higher rate than the Hiring Range. No employee shall be offered a



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rate above the Hiring Range without approval of the Board of Commissioners.

4. **Effect of an Upgrade or Downgrade:** Note that a change in grade (up or down) may not necessarily affect the position title. Where the grade changes but the title remains the same, such a transaction is called an upgrade or downgrade. (A reclassification indicates that the title, as well as the pay grade in some cases, is changed.)

a. A classification of positions (e.g., all Secretaries) may be *upgraded* (moved) from a lower pay grade to a higher pay grade when market comparisons, internal comparisons, or other factors indicate that the class, as a whole, is not competitively compensated. (Note: A class of positions may include one or several positions.) Employees whose positions are upgraded by one pay grade shall have pay increased to the new minimum. Employees whose positions are upgraded by more than one pay grade shall have pay adjusted such that internal equity is maintained with others in the new pay grade.

b. A class of positions (e.g. all Secretaries) may be *downgraded* (moved) from a higher pay grade to a lower pay grade when job-related or market factors indicate that the class, as a whole, is not equitably compensated. (Note: A class of positions may include one or several positions.) Employees whose positions are downgraded by one pay grade shall have pay reduced to the new maximum. Employees whose positions are downgraded by more than one pay grade shall have pay adjusted such that internal equity is maintained with others in the new pay grade. Pay shall not exceed the new pay grade maximum.

5. **Salary of a Promoted Employee:** An employee promoted to a position in a class having a higher pay grade and pay range may receive an increase such that the new salary will be within the Hiring Range of the new position. In exceptional cases upon recommendation of the Department Head, and concurrence of the County Manager and Board of Commissioners, a greater increase may be awarded. However, in no case shall the salary exceed the maximum established for the range. Supporting documentation must be provided indicating the job-related or market-related reasons for the increase.



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6. **Salary of a Demoted Employee:**

a. **Voluntary Demotion** - An employee who voluntarily chooses to accept a demotion will receive a salary reduction. The salary will generally be reduced to an amount that represents the same relative placement within the new pay grade as in the former pay grade. For example, if the employee's former salary was at the midpoint of the former pay grade, the new salary shall be placed at the midpoint of the new pay grade, contingent upon fund availability. Exceptions may occur where an individual's training, education, and experience significantly exceed the minimum qualifications documented and posted for the position. In this case, the guidelines governing the use of the Hiring Range shall apply. Such exceptions must be thoroughly documented and approved by the County Manager.

b. **Unsuccessful Training Period Following Promotion** - If an employee fails to successfully complete the orientation / training period following promotion, the employee may request a voluntary demotion to the former position or to a position in the same class if a vacancy exists. The employee's salary will be reduced to the former rate of pay, including any merit increases that would have been awarded during the period based on documented evaluations, contingent upon fund availability. Such a demotion must occur within the six-month training period.

c. **Disciplinary Action** - An employee may be demoted for failure of personal conduct or failure of job performance, and experience a loss in pay. The salary will be reduced to an amount that represents the same relative placement within the new pay grade as in the former pay grade. For example, if the employee's former salary was at the midpoint of the former pay grade, the new salary shall be placed at the midpoint of the new pay grade contingent upon fund availability.

7. **Salary Reduction within Pay Grade:** An employee may receive a salary reduction within the same pay grade for disciplinary reasons as stated above. Salary shall be reduced by no more than 10%; however, in no case shall the salary fall below the pay grade minimum.



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8. **Salary of a Transferred Employee:** The salary of an employee reassigned to a position in the same job class or to a position in a different job class with the same pay grade and range shall generally not be changed by the reassignment. Exceptions may occur where an individual's training, education, and experience significantly exceed the minimum qualifications documented and posted for the position. In this case, the guidelines governing use of the Hiring Range shall apply. Such exceptions must be thoroughly documented and approved by the County Manager.
9. **Salary of a Part-time Employee:** An employee appointed for less than full-time service, whether a regular employee, temporary, or seasonal shall be paid at the same rate established for the position.
10. **Salary Increase Maximum:** When an employee's pay rate reaches the maximum rate of a salary range for the present position, no further salary increases (except a Cost of Living Adjustment) will be added to the base pay while the employee remains in the present position and continues to be limited by the present pay maximum, unless a Longevity Bonus has been approved by the Board of Commissioners.
11. **Advance Salary Policy:** There will be no advance of salary.
12. **Pay Plan Maintenance:** The Pay Plan is maintained by the Human Resources Department and shall be reviewed annually for necessary changes.