

SH 100 Wages and Hours

SH 110 - Salary Administration

Adopted: 9/92, Revised: 2/03

Purpose of Salary Administration Program

The salary administration program is the formal system for classifying and compensating employees in the Metropolitan Library System. It is divided into two distinct programs or plans.

1. The Classification Plan, which is the categorization of job positions, duties and necessary qualifications.
2. The Compensation Plan, which provides a salary structure.

Amendment of Salary Administration Program

The Director of Human Resources, when necessary or when requested by the library system's Executive Director, shall cause the salary administration program to be examined for the purpose of amendment. On the basis of conclusions reached through this examination, the Executive Director will present recommendations for revisions in the salary administration program to the Metropolitan Library Commission for appropriate action. The salary administration program shall constitute the pay schedule for positions and shall be effective for the ensuing fiscal year (or at such time as the Commission may designate) and thereafter until amended or a new salary administration program is adopted by the Commission.

Classification Plan

The position Classification Plan provides a systematic arrangement and inventory of the positions within the library system. Each job description lists the minimum requirements or qualifications needed to perform the job such as education, work experience and other qualifications. By describing essential job functions, job duties, responsibilities and qualifications, the Classification Plan provides guidelines for establishing a pay plan based on these relationships.

1. Job Descriptions

Job descriptions are descriptive and explanatory and are not necessarily inclusive of all duties performed. They are designed to indicate the types of duties and level of responsibilities assigned to the class. The use of a particular description as to duties, qualifications or other factors shall not be held to exclude others of similar kind or quality.

2. Official Copy of Job Descriptions

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- A. The Director of Human Resources shall maintain a master set of all approved job descriptions which shall constitute the official Classification Plan. The copies of the descriptions may include the date of adoption and/or last revision of the job description.
- B. The Director of Human Resources shall make available to each department head a set of job descriptions of those positions in his or her department and other positions as necessary. Job descriptions maintained in Human Resources shall be open for inspection by employees and the public under reasonable conditions during business hours.

3. Titles of Positions

The title of a position shall be used to designate the position in all budget estimates, payrolls and other official records, documents, vouchers and communications in connection with all personnel processes.

4. Minimum Qualifications

Minimum qualifications are considered comprehensive statements of the minimum required education, experience and other qualifications for all cases as evidence of an employee's ability to perform the work properly. Reasonable accommodation of all disabilities qualifying under the Americans with Disabilities Act will be considered on a case by case basis.

Procedures for the Classification of New Positions

- 1. The Director of Human Resources shall create new job descriptions for positions upon receipt of the prescribed forms indicating a statement of duties, responsibilities and requirements of such position from the Ad Team level administrator. Whenever a new position is created, a completed Position Description Questionnaire (PDQ) must be submitted to the Director of Human Resources. A desk audit and/or interview with the incumbent, Ad Team level administrator and/or supervisor may be required by the Director of Human Resources after a new position is created and occupied, to verify that the position has been appropriately allocated.
- 2. The Director of Human Resources reviews and recommends approval or disapproval to the Executive Director all proposed position creations, allocations, reallocations and abolishments.
- 3. The Executive Director shall review and approve or disapprove recommendations of the Director of Human Resources regarding all proposed position creations, allocations, reallocations and abolishments.

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Procedures for the Reclassification of Positions

The Director of Human Resources shall recommend changing the classification of existing positions when it is determined that the position is incorrectly classified. Such action is called reclassification and must be reviewed and approved by the Executive Director. If an employee has facts, which indicate that his/her position is improperly classified, the employee may request the Director of Human Resources to review the classification of the position, with the knowledge of involved Ad Team level administrator. Such request shall be submitted in writing and shall contain a statement of justification. For this or any other type of request for reclassification from any source, the Director of Human Resources shall thereupon investigate actual or suggested duties of the position and, if warranted, recommend the Executive Director approve reclassification of the position to its appropriate grade if warranted. Reclassification may occur as the result of the conditions described below.

1. The position was incorrectly classified and there has been no substantial change in duties from those in effect when the position was originally categorized.

If the position is occupied at the time of reclassification, the employee shall be entitled to serve therein and retain the corresponding status after the position is reclassified.

2. There has been a substantial change in the duties and responsibilities associated with a position since it was classified to a particular grade.
 - A. If the position is assigned a higher pay grade than the current position, such action is considered an upgrade for the position. If the position is occupied at the time of an upgrade, the incumbent may be reclassified without examination, but does have to meet the minimum qualifications of the new position if they are changed. In the case of an upgrade resulting from a reclassification, if the employees' salary falls within the range for the higher pay grade, no salary increase is involved. If the employees' salary falls below the minimum for the higher pay grade, a salary increase to the minimum of the higher grade is required.
 - B. If the position is assigned to a lower grade, the change is called a downgrade of the position. If the position is occupied, the incumbent will continue at the same pay and may receive increases to the maximum of the range of the lower grade. If the current salary is above the maximum for the lower grade, the employee shall be permitted to continue at the present rate of pay, but will not be entitled to future salary increases until market adjustments have extended the maximum of the range beyond the employee's salary.

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- C. In all cases of reclassification, if the position is vacant, it shall be filed in the prescribed manner. In all cases of reclassification of an occupied position, the incumbent is reclassified consistent with the new classification. The review date of the incumbent is not changed by reclassification. Any employee affected by reclassification of his/her position may file with the Director of Human Resources a written request for reconsideration thereof in such manner and form as the Director of Human Resources may prescribe and shall be given a reasonable opportunity to be heard thereon.

Abolishment of Positions

Whenever there is justification for abolishing a position such as lack of work, reorganization, lack of funds or other reasons, the Ad Team level administrator shall make such recommendation to the Director of Human Resources. The Director of Human Resources shall review and present such recommendation for approval to the Executive Director. In no case will a position be abolished solely as a means of terminating an employee.

Maintenance of the Classification

1. Each time a group or department is substantially reorganized, the Ad Team level administrator will submit new Position Description Questionnaires for all affected positions to the Director of Human Resources.
2. The Director of Human Resources may require the Ad Team level administrator to submit Position Description Questionnaires at any time when there is reason to believe there has been a change in duties and responsibilities of one or more positions.
3. Any change in the Classification Plan, such as establishing new positions, abolishing positions, reclassifying positions or pay grade changes for positions require prior review by the Director of Human Resources and the approval of the Executive Director.
4. Periodically, the Director of Human Resources shall review the Classification Plan to determine if changes need to be made.

Compensation Plan

The Compensation Plan is designed as a fair and equitable method for payment of employees in the library system. The plan establishes a basic salary schedule as approved by the Commission. The salary ranges shall include minimum and maximum rates of pay for all positions included in the Classification Plan. In addition to the basic

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salary schedule, the Compensation Plan consists of two salary components. These two mechanisms include market adjustments and performance increases.

1. Components of the Compensation Plan

The compensation for each employee is the product of the basic salary structure and the two components of the Compensation Plan that shall be used to adjust employee compensation. These two components are discussed in detail in the following sections.

A. Market Adjustment

The market adjustment is the component that is used to insure that the salary structure is adjusted equally across-the-board to reflect changes in the wage index. Two considerations dictate whether or not a market adjustment will be administered: changes in the wage index based upon references such as the Bureau of Labor Statistics (BLS) and the budgetary constraints of the library system. Each year, the Commission shall vote on the applicability and the ability to apply a market adjustment to the salary structure. When applicable and when funds are available, a percentage increase will be applied equally to all ranges and will be applied to all eligible employee salaries.

B. Performance Awards

The performance award component is designed to reward job performance, therefore, serving as an incentive system. Increases are awarded to employees whose performance is evaluated as consistently competent and/or above standard. The performance appraisal is essential to the effective utilization of this component. The performance system is based upon the principle that standard or above standard performance should be rewarded because such performance is a greater contribution to the library system than below standard performance. The performance award is strictly used to monetarily reward standard or exceeding standard performance. Employee performance will be evaluated in accordance with the Performance Appraisal Policy of the library system (Policy & Procedures Manual Section VIII, Item - C). Employees whose performance is evaluated in accordance with the appraisal policy may receive performance increases based upon the guide adopted by the library commission. Performance award increase percentages in this guide are set annually as a part of the budget process based upon the financial ability of the library system to offer them. A model guide is presented as Attachment A to this policy; however, the increase percentages shown are strictly an example and are in no way binding for any year.

Employees at the maximum of their salary range are not eligible for performance increases. However, they are eligible for performance bonuses,

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which shall be paid in the form of lump sum bonuses. These bonuses are earned at the rate of three-fourths of the applicable performance award increase percentage of annual base pay.

2. Starting Rates for New Employees

In most cases, a new employee will be paid the minimum rate of pay for the position. Exceptions may be granted upon the recommendation of the Director of Human Resources and approval of the Executive Director. Exceptions may be made in the following cases.

- A. The minimum rate for each position is based upon the assumption that a new employee meets the minimum qualifications stated in the job description. In the event that qualified applicants cannot be located for a given position, consideration should be given to establishing a new position at a lower grade which will reflect lower level duties and corresponding lower entrance requirements.
- B. If a selected candidate exceeds the minimum qualifications stated in the job description and will not accept appointment at the minimum rate for the position, the candidate may be appointed at a higher rate up to the midpoint of the salary range. These cases should be thoroughly analyzed and measured against objective qualification standards

Consideration should be given to review and compare the salaries of employees in similar positions. In addition, every effort should first be made to recruit a qualified employee who will accept appointment at the minimum rate for the position.

- C. Difficulty of recruitment may require payment of a higher rate. If difficulty of recruitment at the minimum rate in the salary range persists, consideration should be given to assigning a higher hiring rate or reevaluation of the position to determine if a higher pay grade is indicated.

3. Part-time Employment

- A. Individuals employed on a part-time basis in positions with equivalent full-time positions in the Classification Plan are assigned to appropriate grades by the Director of Human Resources. The same principles, which apply to the Compensation Plan for full-time employees, will determine salary procedures for these part-time employees. These part-time employees can qualify to earn a performance award (increase and/or bonus) on the same basis as full-time employees.

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- B. Individuals employed on a part-time basis in positions where no equivalent full-time position exists will be assigned to a pay range on a compensation plan specifically adopted for part-time employees. These part-time employees can qualify to earn performance increases in accordance with the procedure for granting performance awards for part-time pages.
- C. Both types of part-time employees are eligible for market adjustments in accordance with these policies.

4. Reinstated Employees

A reinstated employee shall be paid at a salary rate within the approved salary range for the position in which the employee is reinstated. The salary level in the range will be related to, but not limited to such factors as performance, experience and length of previous service in the library system and shall be set by the Director of Human Resources with the approval of the Executive Director.

5. Employee Transfers

An employee may be transferred to another department or location in a similar position, and such transfer shall not change the employee's pay grade or the date from which eligibility for consideration for a performance increase will be counted.

6. Temporary Work at a Higher Classification

An employee may be required to work at a higher classification on a temporary, incidental or emergency basis with the approval of the Director of Human Resources or Executive Director and may do so for a period of thirty (30) days or less at no increase in pay. If the employee is required to perform the duties for a period exceeding thirty (30) days, the employee may be given an emergency appointment (or provisional appointment) to the higher position and be paid the appropriate rate for the higher classification. At the conclusion of the assignment, the employee's pay will revert to the authorized rate established for the employee's regular position. Any such temporary increase granted will not affect the employee's eligibility for normal merit advancements. Temporary assignment may not exceed six (6) months without written approval for extension by the Director of Human Resources and approval by the Executive Director.

Promotional Increase Policy

When an employee occupying a full-time position or a part-time position for which there is a full-time equivalency is promoted to a position in a higher grade, the employee's salary will increase at least to the minimum or hiring salary of the new grade. If an employee is promoted to a position one grade higher, the increase will be at least the minimum or

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hiring salary of the new grade or at least the percentage interval difference (usually 8% or 9%) between the old and new grades added to the previous salary, whichever is the greater. If any employee is promoted to a position two or more grades higher, the increase will be at least the minimum or hiring salary of the new grade, or at least ten percent (10%) and not more than fifteen percent (15%) more than the previous salary. In no case shall the increase be in excess of the maximum of the new range.

When a part-time employee occupying a position for which there is no full-time equivalency is promoted to a position in a higher grade, the employee will be treated as a new hire when considering the starting rate for the full-time position (i.e., up to the midpoint of the salary range).

The Director of Human Resources will determine the amount of the promotional increase within the standards stated in this policy. The decision regarding a promotional increase will reflect the promoted employee's experience and qualifications in comparison with other employees' backgrounds in the same job.

Effects of Demotion

When an employee is demoted to a lower position, the employee will be paid at a rate, which is within the approved range for the lower position. The rate of pay will be recommended by the Director of Human Resources and approved by the Executive Director taking into consideration the circumstances and reasons for the demotion. An employee who has not completed six months in the previous position prior to demotion will be required to serve six months in the position to which he/she was demoted before being eligible for further promotion.

When an employee requests a demotion to a lower position and performance is not an issue in the request, the employee will be paid at a rate that is within the approved range for the lower position. In no case can the rate be higher than the employee was making prior to demotion. In considering the appropriate salary level in a requested demotion, a suggestion, but not requirement, would be that the amount of decrease would be the percentage interval difference between the old and new grades. The rate of pay will be recommended by the Director of Human Resources and approved by the Executive Director.