



Travis County Commissioners Court Agenda Request

Meeting Date: 12/10/13

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Elected/Appointed Official/Dept. Head: Leslie Browder, 854-9106

Commissioners Court Sponsor: Judge Samuel T. Biscoe

AGENDA LANGUAGE:

Receive briefing and take appropriate action on Compensation Committee's recommended modification to the Travis County compensation policy.

BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:

The Travis County Commissioners Court appointed a multi-disciplinary committee to look at compensation strategy and policy. This agenda item will provide the opportunity for the Committee to report on its work.

Attachments:

Proposed compensation policy

Performance management document

Career ladder document

Summary of key policy changes

STAFF RECOMMENDATIONS:

See attached documents

ISSUES AND OPPORTUNITIES:

See attached documents

FISCAL IMPACT AND SOURCE OF FUNDING:

N/A

REQUIRED AUTHORIZATIONS:

Sherri Fleming, Health and Human Services and Veterans Svcs, 854-4101

Todd Osburn, Human Resources Management Department, 854-2744

Debbie Maynor, Human Resources Management Department, 854-9170

AGENDA REQUEST DEADLINE: All agenda requests and supporting materials should be submitted as a pdf to the County Judge's office, agenda@co.travis.tx.us by **Tuesdays at 5:00 p.m.** for the next week's meeting.

Chapter 14. Classification and Compensation

14.001 Compensation Philosophy

- (a) Travis County considers it a high priority to recruit, motivate, and retain employees capable of providing exemplary service to the residents of Travis County by using a total compensation system that is fair, flexible, and market competitive.

14.0011 Supporting Strategies

- (a) Travis County will offer a competitive total compensation package of cash compensation, benefits, and work/life balance.
 - (1) Where the market is defined as comparable local, state, and national government entities as defined in Section 14.0085, Travis County seeks to maintain a market match philosophy, averaging at the 50th percentile, in cash compensation and a high market match philosophy in Group Benefits, with a focus on Wellness Initiatives in order to contain costs.
 - (2) Total compensation items that are considered to be comparable and measurable to other organizations include salary/wages, health insurance, life insurance, retirement, vacation leave, sick leave, personal leave and holidays.
 - (3) To the extent that work/life components meet the criteria of being comparable and measurable, they will be added to the operational definition of total compensation.
- (b) Travis County will have a competitive pay structure that is designed to support employee mobility and ease of implementation.
- (c) Travis County's classification and compensation system will be characterized by both internal equity and external equity.
- (d) Travis County's classification and compensation system will support both horizontal and vertical progression.

14.0012 Definitions

- (a) In this manual, the following words and phrases shall have the meaning provided adjacent to the words below.
 - (1) Career ladder: A series of defined levels within a job family where the nature of the work is similar (e.g., accounting, engineering) and the levels represent the organization's requirements for increased skill, knowledge, responsibility, and experience as the employee moves through a career.

- (2) Career progression: A career path through which an employee advances through the organization via competitive promotion based on department need and the employee's acquisition of increased skills, knowledge and responsibility.
- (3) Classification system: A hierarchical structure of jobs, arranged into pay ranges according to evaluation based on internal and external equity.
- (4) Comparable: The degree to which compensation elements are similar enough to be included within a measurement of total compensation.
- (5) Compensatory time: Authorized leave given to an employee as compensation for overtime worked, instead of monetary compensation.
- (6) Department Head: An Elected/Appointed Official, County Executive or their Designee. Designee is defined as an employee authorized in writing by an Elected/Appointed Official or County Executive to make classification/compensation decisions for a specific office or department.
- (7) External equity: The value of a job based on what other organizations within the defined labor market pay for similar work.
- (8) Full-time employee: An employee who has regularly assigned work schedules of 40 hours per week.
- (9) Horizontal progression: The manner in which an employee moves across the assigned pay range.
- (10) Internal equity: The value of a job based on a comparison to other jobs within the County.
- (11) Job classification: A group of positions with similar duties and responsibilities which can be described by one job title.
- (12) Job description (sometimes called class description): A written description of the duties, responsibilities, and requirements of one classification of positions.
- (13) Job evaluation: The process of allocating a job title to a pay range on the Travis County pay schedule based on (1) a point factor score and (2) on market pay data regarding the job or related benchmark jobs.
- (14) Measurable: The extent to which an item can be assigned a meaningful numeric value for purposes of comparison.
- (15) Midpoint: The numeric value within a pay grade that represents the point between the grade's minimum and maximum.
- (16) Mobility: Personnel actions that move employees through the County's classification and compensation system either horizontally (across the pay range) or vertically (between pay grades).

- (17) Overtime: Time worked in excess of 40 productive hours in one workweek by non-exempt employees. A workweek begins and ends at midnight on Saturday.
- (18) Part-time employee: An employee who has regularly assigned work schedules of less than 40 hours per week.
- (19) Pay grade: The numeric range assigned to a job based on job evaluation.
- (20) Pay range: The salary level at which a position is budgeted, which has a numerical designation on the County's pay scale and includes the minimum and maximum rate of salary.
- (21) Peace officers: Persons who are in a law enforcement activity, whose job mandates state peace officer certification.
- (22) Point factor system: A quantifiable process of assigning internal job worth to job classifications.
- (23) Position: An organizational slot consisting of a group of duties or responsibilities requiring the full-time or part-time employment of one person.
- (24) Position analysis: The process of reviewing and documenting the duties, responsibilities, qualification requirements, and knowledge, skills, and abilities required for a position or group of similar positions.
- (25) Position classification: The process of assigning a single job title to a position or a group of positions that are determined by job analysis to be sufficiently similar to be described by a single job title.
- (26) Position reclassification: A reassignment of a position to a new job title based on changes in duties, qualification requirements, or knowledge, skills, and abilities necessary to perform the job. Reclassification may or may not include a change in the pay range to which the position is assigned.
- (27) Prevailing market rate: The amount paid by other employers in the labor market for similar work.
- (28) Productive time: Time spent performing job duties required of a County position, representing the County in an official capacity or attending official, County-required training. Time spent away from work on the following types of leave is not counted as productive time: vacation leave, emergency leave, personal holidays, sick leave, family and medical leave, holiday, military leave, and leave without pay. Jury duty is productive time; however, it will not be used to calculate overtime pay.
- (29) Regular employee: An employee hired by the county without limitation as to duration of employment, who is eligible for employee benefits, and who may be either full-time (40 hours per week) or part-time (18-39 hours per week). A regular employee who works less than 900 hours per year (less than 20 hours per week) is

not eligible for Travis County benefits and cannot participate in the Travis County Retirement System.

- (30) Seasonal employee: A temporary employee who holds the same or similar position each year at approximately the same time of year to complete an assigned task.
- (31) Separation: The discontinuance of an employee's service with the county as a result of resignation, dismissal, retirement, or death.
- (32) Temporary employee: An employee hired for any position that is not an authorized regular position for a limited period of time, that cannot exceed six months without prior Commissioners Court approval, who is not eligible for employee benefits except as required by law, and who may be either full-time, part time, or seasonal.
- (33) Transfer employee: A regular employee who became a County employee as a result of a decision by the Commissioners Court to perform a function, program, or other operation with county employees instead of contracting with the City of Austin for the services necessary to accomplish the function, program or other operation.
- (34) Vertical progression: The manner in which employees move between pay grades in the County's classification and compensation system.

14.002 Classification System

- (a) The County maintains a classification system with each position assigned a classification based on duties, responsibilities, qualifications, knowledge, skills, and abilities required. HRMD will maintain the County's classification system.
- (b) After each position is defined, the position shall be assigned a pay range based on the classification's internal value and market competitiveness. Classifications shall be assigned to pay ranges in such a manner as to allow the county to attract and retain qualified employees. Market competitiveness will be determined by HRMD based on adopted philosophy, strategies, policies, and input from Department Heads and Officials.
- (c) The only positions which will not be assigned a classification or pay range are those of Elected/Appointed Officials, and those positions approved by the Commissioners Court. All other county positions will be assigned the appropriate classification and pay range. HRMD will maintain a listing of all non-classified positions.
- (d) Elected/Appointed Officials may opt their offices out of the County's official classification system through official notification to Commissioners Court and HRMD. Any Elected/Appointed Official that opts out of the County's official classification system will be responsible for maintaining its own classification system and is encouraged to keep job descriptions on file. In the event that an Elected/Appointed Official opts out of the official County classifications system, HRMD will still process personnel actions.
- (e) Elected/Appointed Officials that have previously opted their offices out of the County's official classification system may request reinstatement to the official classification system through official notification to Commissioners Court and HRMD. If an Elected/Appointed Official chooses to return to the County's classification system, the Elected/Appointed Official will work with HRMD to determine placement of positions within the classification system. In the event of a disagreement concerning placement, Commissioners Court will make the final determination. The decision to opt in must be made during the annual budget process.

14.0021 Classification of New Positions

- (a) New positions submitted for approval, either during the budget process or outside the budget process, shall be evaluated by HRMD; and a classification and pay range will be assigned to the position prior to submission to Commissioners Court for approval.
- (b) Department Heads will submit a Position Analysis Questionnaire (PAQ), Pay Determination Guide, and an Organizational Chart along with an official Memorandum that describes the function of the position and how it supports the Department's business needs. If the new position requires the creation of a new job classification, a draft job description will also be submitted.

- (c) Each new position will be assigned a classification based on duties, responsibilities, qualifications, knowledge, skills, and abilities required. The classification will be assigned a pay range based on the classification's internal value and market competitiveness.
- (d) Funding for all new positions must be verified by the Planning and Budget Office.

14.0022 Ad-Hoc Reclassifications

- (a) A request for a reclassification analysis for any position that occurs outside a regularly scheduled classification and compensation study is known as an ad-hoc reclassification request. Department Heads are encouraged to include such requests, if necessary, within the budget process.
- (b) For those ad-hoc requests falling outside the budget process, a Department Head shall submit, in writing, a formal request to HRMD. The written request shall include the appropriate documentation; which includes a Position Analysis Questionnaire, the organizational chart, and the rationale for the request. If the request requires the creation of a new job classification, a draft job description will also be submitted.
- (c) A position may be considered for ad-hoc reclassification when the duties and responsibilities assigned to it have a significant change based on organizational needs, reassignment of the position into a different function, or a reorganization implemented by management to improve the service to the citizens of the county. After a careful evaluation and study, HRMD should provide a recommendation to the Commissioners Court.
- (d) All reclassifications must be approved by Commissioners Court before becoming effective.

14.0023 Reclassifications Related to Department Reorganizations

- (a) If there is a departmental reorganization or substantial change in the duties and responsibilities of multiple positions, a Department Head may submit a written request for a reclassification study of the affected unit(s). Positions may be considered for reclassification when the duties and responsibilities assigned have changed significantly based on organizational needs, reassignment into different functions, or a reorganization implemented by management to improve the service to the citizens of the County. After a careful evaluation and study, the Human Resources Management Department and the Office of Planning and Budget should provide a recommendation to the Commissioners Court.
- (b) The written request shall include the appropriate documentation; which includes Position Analysis Questionnaires, the organizational chart, and the rationale for the request. If the request requires the creation of a new job classification, a draft job description will also be submitted. The rationale for the request should outline any operational efficiencies or improvements that will be produced by the reorganization.
- (c) For Departments that report to Commissioners Court, within 60 days of the decision by the Commissioners Court to reorganize, merge, consolidate or change the mission of any department, the Department Head affected will be re-evaluated by the Human Resources Director to determine if such changes significantly affect the scope of the position to warrant a classification adjustment. If a position is already classified at the highest possible level, the incumbent's salary could be adjusted horizontally within the range. In the event changes should be considered, recommendations will be submitted to Commissioners Court for approval.
- (d) All requests for reclassification associated with a reorganization must be approved by Commissioners Court before becoming effective.

14.0024 Job Descriptions

- (a) A new job description draft is prepared when HRMD determines a new job classification is required as a result of a scheduled classification and compensation study or a Department Head requests that:
 - (1) A new job title be approved;
 - (2) A current job title be renamed or two or more job titles be combined; or
 - (3) A revision be made because an approved job description no longer accurately describes the duties, qualification requirements, and required knowledge, skills, and abilities of the position or group of positions covered by the job title.
- (b) Travis County job descriptions, when officially approved by the Commissioners Court, will contain:
 - (1) The job title approved by the Commissioners Court;

- (2) The classification number assigned by HRMD;
 - (3) The pay range approved by the Commissioners Court for the job title or an indication that the job title is one for an Elected or Appointed Official's position for which pay is set (after job analysis, classification, and evaluation) by individual determination of the Commissioners Court or by other authority established by law;
 - (4) The date the job description was last revised;
 - (5) A summary of the function describing briefly the major duties and responsibilities of the job;
 - (6) Selected examples of work performed including the tasks most characteristic of the job and a statement that the job includes such other duties as may be assigned;
 - (7) Qualification requirements that include the combinations of education and experience that are required to hold the job, required or preferred certificates or licenses, and any other specific prerequisites for holding the job and
 - (8) Knowledge, skills, and abilities that a person holding the job may be required to use and in which he or she must demonstrate competency or the ability to establish competency.
 - (9) Fair Labor Standards Act designation related to exempt or non-exempt status.
- (c) A job description is complete and approved for use after:
- (1) Position analysis;
 - (2) Position classification (resulting in assignment of a job title);
 - (3) Job evaluation (resulting in assigning a pay range or a discrete pay amount for the job title); and
 - (4) Review and approval by the Commissioners Court.
- (d) HRMD is responsible for the final composition and maintenance of all job descriptions used within the County's classification system.
- (e) The Director of HRMD is authorized to make revisions to existing job descriptions without re-submission of the job descriptions to Commissioners Court. HRMD will work with effected departments/offices prior to submitting these changes. In the event that differences exist between HRMD and the effected offices/departments, Commissioners Court will make the final decision on the proposed changes.
- (f) Departments/Offices that opt out of the County's official classification system are encouraged to keep accurate, up to date job descriptions for all positions within their respective departments/offices.

- (g) Departments may augment approved job descriptions with task lists for individual employees as long as the task lists do not violate the responsibilities described in the Summary of Functions section of the approved job description or involve Qualification Requirements or Knowledge, Skills, and Abilities above those established on the approved job description.
- (h) For all departments reporting directly to the Commissioners Court, all employees must meet the Minimum Qualifications of the job classification as reflected in the approved job description.

14.003 Compensation

- (a) Within its ability to pay, Travis County pays competitive salaries to assist in recruiting and retaining qualified employees. To remain market competitive, County authorizes appropriate pay for new hire rates and for employee mobility.
- (b) The County recognizes that employees are the most valuable resources for its organization. Along with leadership and mission, working conditions, learning opportunities, and benefits, the County recognizes that pay is important in recruiting and retaining employees. Therefore, the County strives to pay employees competitively within County's ability to pay.
- (c) The County recognizes the need to provide for the most effective utilization of human resources. Appropriate staffing with the right mixture of skills and experience is generally more cost effective than paying low wages to a greater number of employees. Paying below competitive market wages often results in poor services to taxpayers, high turnover, and overstaffing. Turnover may create high costs for overtime pay, recruitment expenses, and payments for contracted services.
- (d) Paying above market is also an ineffective use of taxpayers' dollars. In addition, overpaying may result in outsourcing of services and reduction in force for employees.
- (e) Commissioners Court may, at its discretion, establish a livable wage for regular employees that is greater than the Federal Minimum Wage. HRMD shall make a recommendation each year during the budget process on the status of the livable wage.

14.0031 Compensation Allocation Pay Increases

- (a) It is the intent of the Commissioners Court to pay fair and equitable compensation. Based on the financial ability of the County, internal job worth and market conditions, the Commissioners Court may award the following salary compensation components during the budget process:
- (b) Performance-based pay
 - (1) Salary increases for performance-based pay may be given to all qualified regular employees who:
 - (A) Have been on the payroll at least one year from effective date of award,

- (B) Have not already received a performance-based pay increase in the current fiscal year,
- (C) Have not received a permanent pay increase based on a mobility action in the previous six months,
- (D) Are not part of the Peace Officer Pay Scale (POPS),
- (E) Have not been specifically exempted by Commissioners Court,

(2) Commissioners Court will determine the following:

- (A) total funds to allocate for performance-based pay;
- (B) percentage amount of payroll that each department will receive;
- (C) amount of the percentage increase to be given to employees who meet departmental standards; and
- (D) any maximum amount that can be awarded based on performance.

(3) Department Heads will determine the

- (A) level of employee performance,
- (B) amount of the monetary award to be given to employees who exceed the departmental standards, and
- (C) dates that the performance-based pay will be distributed to all employees.

(4) Implementation dates must be at the beginning of a pay period.

(5) HRMD will notify all Department Heads of Commissioners Court's decisions on the performance-based pay program and available funds, if any.

(6) Department Heads must stay within their allocated funding limits and should verify these amounts with the Planning and Budget Office prior to making such allocations.

(7) Training related to performance evaluation will be provided for managerial/supervisory staff, as well as for employees that request it, by HRMD. All managerial/supervisory staff reporting to Commissioners Court will be required to attend this training annually. Elected/Appointed Officials are encouraged to attend.

(8) Personnel Action Forms are required to process all performance-based pay increases. It must be indicated on the Personnel Action Form that the appraisal has been completed, the date of completion, and that the employee meets all criteria for the salary increase.

(c) When salary schedules are adjusted, employees will receive a salary adjustment in a like amount.

(d) Market pay adjustments are granted based on the results of comprehensive classification and compensation studies or benchmark market studies. (See Subchapter A for specifics)

(e) Career Ladder Adjustments

(1) Commissioners Court may instruct the Planning and Budget Office to set aside funding to fund career ladder adjustments in the coming fiscal year.

(f) Any across-the-board increases as determined by Commissioners Court.

9. County Executives, department heads, managers and supervisors are expected to understand and follow job and workplace performance standards and take advantage of the many resources available internally and externally to support successful job performance. These may include, but are not limited to, orientations, policy manuals and internal and external training opportunities.

In an effort to ensure that performance management is an on-going process within Travis County, departments are expected to have procedures that meet the following standards:

- (a) Performance planning with employees – Managers and supervisors are required to meet with employees to discuss and establish expectations for performance in accordance with the published job description. Any additional duties related to performance should be noted at that time. At a minimum, the employee should be provided information on what meets, exceeds, and does not meet expectations for their position. Should there be a change in expectations related to performance, employees should be notified and have their established expectations updated as soon as possible.
- (b) Performance feedback – Departments are required to have a standard for feedback between managers/supervisors and employees. Feedback is recommended monthly, but should be no less than quarterly, to ensure that employees receive on-going information about their job performance and interim progress.
- (c) Performance evaluation – Departments are required to evaluate all regular personnel annually; evaluation scores should be entered and/or reported to the Human Resources Management Department by August 30th of each year.
 - (1) Performance evaluation procedures must include an opportunity for self-evaluation.
 - (2) Each manager/supervisor shall review the employee’s self-evaluation prior to and during the formulation of the employee’s management evaluation.
 - (3) Each manager/supervisor is required to conduct an annual evaluation meeting with each of their employees.
 - (4) Each evaluation shall be in writing and include a signature line for both the manager/supervisor and the employee. An employee’s signature does not indicate agreement with the evaluation, only that it has been reviewed. It is recommended that employees be permitted to attach additional comments to their evaluations upon request.
 - (5) Annual performance reviews may be appealed by an employee through the department management chain-of-command, up to and including the Department Head as defined in County policy.
- (d) Performance improvement – Supervisors may use coaching, performance improvement plans and progressive discipline to assist and guide employees in resolving unsatisfactory job performance, misconduct, or behavior that violates Travis County policies, or department procedures and practices.

14.0032 Salary Schedules

- (a) The County shall have formal salary schedules approved by the Commissioners Court to provide a systematic means for establishing and maintaining salary equity and competitiveness with relevant job markets.
- (b) The salary schedules shall have a minimum salary rate and a maximum salary rate of pay for each pay range. Under no circumstances can any employee be paid outside the official pay range for his/her classification without prior approval of the Commissioner Court.
- (c) HRMD shall conduct salary surveys at regular intervals or at the specific direction of the Commissioners Court to determine if the County is maintaining competitive salary schedules.

14.0033 General Overview for Determining Pay Policy

- (a) Departments/Offices and HRMD shall use the most current pay ranges to review and determine appropriate pay levels for existing employees and for new hires.
- (b) Midpoint of each pay range is represented by the prevailing market rates.

14.0034 Specific Overview for New Hires

- (a) New employees are generally hired at pay levels that are market competitive and equitable with the rate of pay for other employees with similar knowledge, skills, and experience.
- (b) The range minimum is generally competitive for an employee who meets but does not exceed the minimum requirements. As the employee gains more skills and experience, the employee's market value increases until his or her learning curve levels out. Since midpoint represents the market, an employee is not easily recruited away for a similarly skilled job solely for pay reasons.

14.0035 Criteria for Determining Pay for New Hires

- (a) The rate of pay within the assigned pay grade is determined by the Department Head. Within budget constraints, flexibility from minimum up to maximum is provided for new hires. The employee's salary must be no less than minimum and no more than maximum of the new job's pay grade.
- (b) Hiring at a rate of pay that is greater than 10% above midpoint requires Commissioners Court approval. HRMD is available in a consulting role to clarify questions that may occur and to provide information regarding precedents. HRMD is required to provide an exception report to departments and Commissioners Court upon request.
- (c) The Department Head is accountable for pay practices and is accountable for submitting justification for the salary. Justification should include those factors found on the pay determination guide.

The Pay Determination Guide contains a section for each of these factors and may be used as a guideline for determining pay.

- (d) Hires are allowable only within the budget constraints of the hiring department.
- (e) Elected/Appointed Officials are encouraged to hire employees that meet the Minimum Qualifications of the job classification as reflected in the approved job description. If Elected/Appointed officials hire an employee that does not meet the Minimum Qualifications of the job classification as reflected in the approved job description, the employee will be paid at the minimum of the approved actual pay grade.

14.0036 Criteria for Approval of Pay greater than 10% Above Midpoint at Hire

- (a) Department Heads may request Commissioners Court to consider approval of a salary greater than 10% above the midpoint of the pay range for new hires when the office or department has an exceptional need that affects the County as a whole if:
 - (1) The office or department requires a specialized skill,
 - (2) There is an identified shortage of qualified applicants for the position, or
 - (3) Other extraordinary circumstances exist.

- (b) Requests for approval of a salary greater than 10% above the midpoint of the pay range for a new hire must include the following information:
 - (1) The department name;
 - (2) The job title, the job code, the pay grade, and the slot number of the position for which the request is made;
 - (3) Justification for paying greater than 10% above midpoint.
 - (A) Relevant education
 - (B) Relevant experience (including certification)
 - (C) Relevant skill sets
 - (D) Other relevant extraordinary skills
 - (E) Circumstances surrounding a shortage of qualified applicants
 - (F) Any extraordinary circumstances
- (c) Department Heads shall not offer an applicant a salary greater than 10% above midpoint in the authorized pay range before approval by Commissioners Court. HRMD shall not process, and the County Auditor shall not pay, a new employee greater than 10% above midpoint unless the Commissioners Court has previously approved the salary request or the payment is made in compliance with the compensation policy.

14.0037 Ad Hoc Salary adjustments

- (a) Existing employees may be moved along a pay range with permanent salary savings at the discretion of the Department Head.
- (b) All ad hoc salary adjustments must be within Department/Office budgetary limits as verified by PBO.
- (c) All ad hoc salary adjustments greater than 10% require Commissioners Court approval.
- (d) Departments/Offices are encouraged to consult with HRMD on all ad hoc salary adjustments that require Commissioners Court approval.
- (e) All requests for ad hoc salary adjustments that require Commissioners Court approval must be accompanied by a pay determination guide and a Department/Office memo justifying the proposed increase.

14.004 Employee Mobility Overview

- (a) The Commissioners Court supports the ongoing advancement of County employees to benefit both County operations and employee career development. An employee who changes to a different job may experience a promotion, a voluntary job change, a demotion, a lateral transfer, a temporary assignment, or an interim assignment. Employees are compensated appropriately and equitably for changes in duties and responsibilities. To help facilitate equitable and consistent treatment, the pay for employees is reviewed at the time of the job change for compliance with §14.0041 through §14.0046.
- (b) Sections 14.0041 through 14.0046 do not apply to job changes of employees on the Peace Officer Pay Scale (POPS).

14.0041 Promotion

- (a) Promotion occurs when an employee accepts the offer of a job for a position that is assigned to a higher pay grade. Unless the new job resides on a career ladder approved by Commissioners Court, a vacant slot must be available at the higher level position for a promotion to occur. A promotion recognizes advancement to a higher-level position requiring higher qualifications and involving greater responsibility. Promotions are approved by the employee's Department Head provided that funds are available in the department's personnel budget and the position title has been authorized for use in the department by the Commissioners Court.
- (b) Department Heads have flexibility in determining the amount of pay increase. The employee's adjusted salary must be no less than minimum and no more than maximum of the new job's pay grade. The pay increase may be any of the following:
 - (1) A minimum of 5% or to the minimum of the new pay grade, whichever is greater, or
 - (2) A maximum of 5% per pay grade
 - (3) If the increase results in a salary that exceeds midpoint plus 10% of the new pay grade, Commissioners Court approval is required.
- (c) The Commissioners Court may approve an increase under (b)(3) if the request is based on the following criteria:
 - (1) Relevant education
 - (2) Relevant experience (including certification)
 - (3) Relevant skill sets
 - (4) Other relevant extraordinary skills

14.0042 Voluntary Job Change

- (a) Voluntary job change occurs when the employee is granted a different job in a lower pay grade within the County. The employee's adjusted salary must be no less than minimum and no more than maximum of the new job's pay grade.
- (b) Department Heads have flexibility in determining the amount of pay adjustment. The pay adjustment may be any of the following:
 - (1) If the employee returns to a job from which he or she was promoted within the last 12 months, the decrease is equivalent to the amount of the promotional increase, or
 - (2) If not returning to a former position, the adjustment is from minimum up to midpoint of the new pay grade, or
 - (3) If not returning to a former position, there is a decrease of 5% for each pay grade that the position is lower than the former position.

14.0043 Demotion

- (a) Demotion occurs when an employee is placed in a job assigned a lower pay grade due to performance. The employee's adjusted salary must be decreased and must be no less than minimum and no more than maximum of the new job's pay grade.
- (b) Department Heads have flexibility in determining the amount of pay adjustment. The pay adjustment may be any of the following:
 - (1) If the employee returns to a job from which he or she was promoted within the last 12 months, the decrease is equivalent to the amount of the promotional increase, or
 - (2) Decrease of 5% for each pay grade that the position is lower than the former position.

14.0044 Lateral Transfer

- (a) Lateral transfer occurs when an employee moves from one slot number to a different slot number assigned to the same pay grade. A lateral transfer may occur within an office or department or between two offices or departments throughout the county. The employee's adjusted salary must be no less than the minimum of the new job's pay grade.
- (b) If a lateral transfer is to the same job in the same department, the pay remains unchanged.
- (c) If a lateral transfer is to a different department or to a different job in the same department, the Department Heads have flexibility in determining the amount of pay adjustment. The pay adjustment may be any of the following:
 - (1) Minimum up to midpoint (may use Pay Determination Guide), or
 - (2) No pay change

14.0045 Temporary Assignment

- (a) Temporary assignment occurs when an employee is assigned to perform the duties, all or in part, of another job for a specific period and the duties are at a level higher than those currently called for by the position that the employee currently holds. Department Heads must specify which position the employee is performing these duties for.
- (b) During the temporary assignment, the employee will receive a 5% increase.
- (c) If an employee assumes all the duties of another job at a higher level for longer than 60 days, it will be regarded as an interim assignment and the employee's pay will be governed under the terms found in Section 14.0046.
- (d) After the temporary assignment is completed, the employee returns to the rate of pay earned prior to the temporary assignment.
- (e) Temporary assignment is not intended to apply to employees who are assigned different projects by their Department Heads.
- (f) In exceptional circumstances, Commissioners Court may grant additional pay when an employee is temporarily assigned to perform duties substantially outside the scope of his or her regular duties.

14.0046 Interim Assignments

- (a) When an individual is selected to serve in an interim position for longer than 60 days, the employee's salary temporarily will be adjusted to at least the minimum entry salary of the position in which they will serve. Employees will be paid the greater of the minimum of the range for the position in which they serve or:
 - 5% for one pay range
 - 10% for two pay ranges
 - 15% for three or more pay ranges

This increase will be adjusted downward once the permanent placement is made.

14.0047 Exceptions

- (a) Department Heads may submit a documented request for exception to §10.0041 through §10.0046 to HRMD for consideration by the Commissioners Court.

14.005 Pay Additives

- (a) Commissioners Court may approve pay additives as needed to facilitate efficient and effective County operations.

14.0051 On Call/Call Back

- (a) The purpose of this section is to establish uniform procedures for payment of the county's on call and call back. This only applies to non-exempt employees. Departments should consult beforehand with the Human Resources Management Department to determine if the on call status of the non-exempt employee would be counted as time worked. Employees are required to accept on call/call back status in order to facilitate the necessary service delivery to the residents of the county. It is the responsibility of the Department Head to:

- (1) Ensure adequate staff is available to respond to unscheduled and emergency work situations that may arise within their areas of responsibility,
- (2) Develop fair schedules and assign staff to meet their departmental/office requirements for return-to-work duty as necessary to carry out the mission of the department, and
- (3) Issue appropriate equipment, such as radios and beepers, when necessary, in order not to over-burden the employees assigned for on call/call back status.

- (b) Definitions:

- (1) On call means a period of time during which a non-exempt employee is waiting to be engaged in county work in addition to his/her officially scheduled work hours and previously scheduled overtime or holiday time. If this time is spent primarily for the non-exempt employee's own purposes, even though the employee is subject to receiving a call back to work, it is not work time (non-productive time). If the non-exempt employee is required to leave a number with their department where they can be reached or to use beepers for ease of contact, this is not work time.
- (2) Call back means an unscheduled or emergency return to work at a time other than officially scheduled work hours occurring after leaving the job site, on a holiday, or on a regular day off, but does not include work scheduled in advance for overtime or a holiday.

- (c) Payment for on call and call back time:

- (1) On call -to encourage non-exempt employee participation and to reward the workforce for being on call, two (2) hours of straight time compensation should be paid

for each day a non-exempt employee is scheduled to be "on call". Employees shall be paid whether or not the employee is called back.

- (2) Call back - non-exempt employees receiving a call back shall be paid at the rate of one and one-half hours for each hour worked with a guaranteed minimum of two hours of work paid at that rate. Time worked begins upon departure from place of origin and ends on return to place of origin. If call back time places the employee in an overtime status, the employee will still be paid at the time and one-half rate only.

14.0052 Shift Differential

- (a) Shift differential is provided to employees who work evening or night shifts assigned by management. The following criteria guide the use of shift differential.
 - (1) Positions must be regular, classified positions in job classifications on the classified pay scale. It does not apply to POPS employees.
 - (2) Applies only to positions in job classifications when it is the prevailing practice for the occupation/or occupational family group, or reflects local labor market trends and is necessary to attract and retain employees who are required to perform shift assignment work schedules. HRMD will make this determination in the course of comprehensive classification and compensation studies or special requests.
 - (3) All requests for shift differential are subject to review by HRMD. HRMD will provide Commissioners Court with a recommendation on the amount of shift differential per job classification.
 - (4) Departments must have sufficient funds within their budget to fund any shift differential requests.
 - (5) Commissioners Court has final approval of shift differentials and may rescind when conditions warranting the pay premium are no longer applicable or funds are no longer available.

14.0053 Longevity Pay

- (a) Longevity pay will be paid in accordance with the following parameters;
- (1) For regular employees, longevity pay is based on long-term employment and service to the County. For transfer employees, longevity pay is based on long-term employment and service to both the City of Austin and the County. It is paid to regular and transfer employees for each year completed after three years of continuous service on the anniversary of their hire date. On an employee's fourth and subsequent anniversaries, he or she will receive a lump sum payment for the previous year. Any employee who terminates employment prior to his or her anniversary date forfeits longevity pay.
 - (2) Longevity pay is based on which ever is greater, either
 - (A) five dollars per month for each year of service up to 21 years, or
 - (B) a percentage of the employee's annual base pay as follows:
 - (i) For three to five years of service after the first anniversary: .50%
 - (ii) For six to nine years of service after the first anniversary: .75%
 - (iii) For 10 to 15 years of service after the first anniversary: 1.00%
 - (iv) For 16 to 20 years of service after the first anniversary: 1.5%
 - (v) For 21 or more years of service after the first anniversary: 2.00%
 - (3) An employee with more than 21 years of service will be credited for the maximum of 21 years at the higher rate.
 - (4) Peace officers who are in a law enforcement activity, whose job mandates state peace officer certification, accrue up to 25 years of longevity pay. Longevity pay begins after one year of certification and is prorated upon separation from the county.
 - (5) Longevity pay shall be prorated if the employee is discharged due to a reduction in force or if the employee leaves as a result of medical disability.

14.0054 Payment of Compensatory Accruals

- (a) All non-exempt employees receiving a salary increase based on promotions, reclassifications, salary adjustments, or similar reasons, should be paid in full for any compensatory time recorded in the payroll system prior to the new salary becoming effective. This will reduce the unfunded liability and pay the compensation time at the same level when it was accrued.

14.006 Peace Officer Pay Scale (POPS)

- (a) Purpose. The purpose of this policy is to establish the compensation rate for Travis County employees designated by the Commissioners Court as part of the Peace Officer Pay Scale (POPS).
- (b) Eligibility. If an Elected Official who employs peace officers elects to participate in POPS, all employees of that Elected Official who are Peace Officers who are actively involved in a law enforcement activity and their job qualifications require state peace officer certification, are eligible to participate in POPS. These positions may include sheriff's patrol and corrections officers, deputies of Constables, investigators, and Park Rangers (POPS).
- (c) Peace Officer Pay Scale. The Peace Officer Pay Scale is approved annually by the Commissioners Court as part of the appendices of Chapter 22. Budget Rules. The scale establishes salary rates and skill based pay rates for employees on POPS. Law Enforcement positions in the Sheriffs Office are separated into distinct Law Enforcement position codes effective October 1, 2001.
- (d) Years of Service
 - (1) Before October 1, 2003, Years of Service on POPS are determined on the last day of the fiscal year based solely on continuous service as a regular Travis County employee subject to POPS. After September 30, 2003, Years of Service on POPS are determined on the last day of the fiscal year based solely on continuous services as a regular Travis County employee subject to POPS and does not result in an automatic salary adjustment.
 - (2) Before December 1, 2007, Sheriff's officers could only count years of service with the Travis County Sheriff's Office toward their years of service in the Civil Service and on POPS. Similarly, Constables, Investigators, and Park Rangers could not count service in the Sheriff's Office toward their years of service on POPS. Effective December 1, 2007, years of service for all Travis County positions subject to POPS may be taken into account in hiring decisions. The applicability of relevant experience will be determined by each department.
 - (3) Effective December 1, 2007, all personnel hired for positions in the Travis County Sheriff's Office subject to POPS start at step 1 on the TCSO POPS scale unless the following criteria apply:
 - (a) Those with 5-9 years prior relevant Law Enforcement/relevant Corrections Experience, and an intermediate TCLEOSE License will be placed on the Corrections Officer or Deputy Sheriff position at Step 3;
 - (b) Those with 10+ years prior relevant Law Enforcement /relevant Corrections Experience, and an Advanced TCLEOSE License will be placed on the Corrections Officer or Deputy Sheriff position at Step 5;
 - (c) Those that meet criteria (a) or (b) above may also take the Civil Service Senior Corrections Officer or Senior Deputy Sheriff test and be placed at Step 3 or Step 5 respectively of Senior Corrections Officer or Senior Deputy Sheriff.

- (4) Effective December 1, 2007, all personnel hired for Non-TCSO positions subject to POPS (Constables, Investigators, and Park Rangers) start at step 1 on the Non-TCSO POPS scale unless the following criteria apply:
 - (a) Those with 5-9 years prior relevant law Enforcement experience and an Intermediate TCLEOSE License will be placed on the scale at Step 3;
 - (b) Those with 10+ years prior relevant law Enforcement/ relevant Corrections Experience, and an Advanced TCLEOSE License will be placed on the scale at Step 5;
 - (c) Those that meet criteria (a) or (b) above may also take the applicable senior-level test and be placed at Step 3 or Step 5 respectively on the scale.
- (5) Except for the 10 positions designated as exempt from Civil Service by the Sheriff, all Sheriff's Office employees are Civil Service employees.
- (6) Non Civil Service Commission POPS Years of service gained within Travis County in non-civil service commission positions subject to POPS are interchangeable only among deputies of Constables, Investigators, and Park Rangers.

(e) Career Ladder and Promotions for Sheriff's Office

- (1) Career Ladder Promotions for Sheriff's Office employees are governed by the policy approved by the Civil Service Commission.
- (2) All other promotions for Sheriffs employees in positions subject to POPS are competitive with placement to be based on years of service determined in compliance with (d).

(f) Promotions for Participating Constables' Offices

- (1) Each Constable may determine whether the Peace Officers in his or her office are eligible to participate in the promotion policy for Constables' offices. If the Constable chooses to participate in POPS, promotions are governed by the following requirements.
- (2) A Deputy Constable is eligible to compete for promotion to Senior Deputy Constable after:
 - (i) Completion of two years of continuous service as a regular Deputy Constable with Travis County;
 - (ii) Receipt of performance evaluations showing that the Deputy exceeds standards for the most recent two years of continuous service; and,
 - (iii) Successful completion of a written examination administered by each respective Constable for his or her office.
- (3) The written examination is administered twice yearly. The distribution of information tested is expected to be as follows: 85% of the test questions relate to general knowledge of duties of a constable and 15% of the test questions relate specifically to policies and procedures of the Constable's Office in which the deputy serves. The test must be passed with a grade of at least 70%.
- (4) All other promotions for Constables' employees in positions subject to POPS are competitive with placement to be based on years of service determined in compliance with (d).

(g) Longevity Pay.

- (1) Each commissioned Deputy or POPS employee in a law enforcement position requiring state peace officer certification shall be provided longevity pay of not less than \$5 per month for each year of service in the office. Each commissioned Deputy or POPS employee is entitled to the longevity pay in addition to the applicable salary rate.
- (2) Certified Peace Officers are eligible to accrue longevity pay at the rate of \$5 per month for each year of services (up to a maximum of 25 years), after the first year anniversary of their certification as a peace officer. The accrued longevity is paid in a lump sum on the first pay date on or after the Peace Officers second anniversary,

and each year thereafter. Accrued longevity pay for a partial year is paid upon separation.

- (3) Certified Peace Officers are not eligible for both Longevity Pay under this section and Travis County Longevity Pay created by §§10.029 and 10.094. Certified Peace Officers receive the greater of Longevity Pay under this section or the Travis County Longevity Pay created by §§10.029 and 10.094.

(h) Skill Based Pay

Employees who are in positions that are subject to POPS are eligible for the skill based pay programs in this subsection. Implementation of skill based pay is subject to the department's discretion and ability to pay within its approved budget. The effective date of the skill based pay is the first of the month after Human Resources Management Department receives a departmental memorandum with official certifications attached. Employees are responsible for all costs incurred and for providing evidence of eligibility for the type of skill-based pay requested.

- (1) Field Training Officer Pay. Effective February 1, 2001, pay for Field Training Officer (FTO) shall be at the rate of one hundred twenty-five dollars (\$125) per month to each slot assigned to be a Field Training Officer by the Sheriff or Constable.
- (2) Bilingual Pay. To be eligible for bilingual pay, employees must be required to use any of the following languages in the performance of their duties. Employees are eligible to receive bilingual pay for only one language. Once evidence of proficiency is provided, re-testing is not required. The monthly bilingual pay rate is \$125 for oral translation.
 - (i) Effective May 1, 2001, employees who have received the passing certification of the oral proficiency skills test in Spanish are eligible for the monthly bilingual pay rate.
 - (ii) Effective May 1, 2002, employees who have received the passing certification of the oral proficiency skills test in Vietnamese are eligible for the monthly bilingual pay rate.
 - (iii) Effective May 1, 2002, employees who have received the passing certification of the oral proficiency skills test in American Sign Language are eligible for the monthly bilingual pay rate.
- (3) TCLEOSE License Pay. Effective May 1, 2001, each employee who has received the TCLEOSE certification shall be paid the following amount per month for completion of certification for the following TCLEOSE License level:
 - (i) Intermediate TCLEOSE License \$50
 - (ii) Advanced TCLEOSE License \$100
 - (iii) A Master's TCLEOSE License \$150

- (4) TCLEOSE Certified Civil Process Proficiency Pay. Effective October 1, 2007, employees who have achieved certification from TCLEOSE are eligible for the monthly pay rate of \$125.
- (i) Overtime for Lieutenants. Effective February 1, 1999, Lieutenants shall be compensated on a salary basis and are exempt employees for purposes of overtime compensation under applicable federal laws. Lieutenants shall accept their salaries as inclusive of any and all overtime compensation.

14.007 General interpretative provisions

14.0071 Authority

This manual is adopted by the Commissioners Court acting in its capacity as the governing body of Travis County. Travis County adopts this manual under the authority of the laws of the state of Texas.

14.0072 Jurisdiction

This manual applies to all employees who are paid by Travis County.

14.0073 Effective Date

This manual shall become effective upon adoption by the Commissioners Court.

14.0074 Construction, Precedents, and Interpretation

- (a) This manual shall be construed strictly so that no rights are created that are not specifically created by this manual. This manual shall be applied prospectively.
- (b) Commissioners Court shall resolve any questions regarding any interpretation of this manual.
- (c) If there is any conflict between this manual and the state constitution, or state law or a rule adopted under a state law or the United States Constitution, a federal law or a rule adopted under federal law, the policy shall prevail to the greatest extent possible without violating the United States Constitution, the state constitution, any constitutional federal or state law, or any constitutional rule adopted under either of these.
- (d) The masculine, feminine, and neuter gender shall be construed to include the other genders if required. The singular and plural should be construed to include the other number if required. Words in the present tense shall be construed to include the future tense.
- (e) Words and phrases shall be read in context and construed according to the rules of grammar and common usage. Words and phrases that have acquired a technical or particular meaning, whether by definition in this manual or otherwise, shall be construed according to that acquired meaning. Throughout the manual, words defined in this chapter are shown in italics. The use of italics shall be construed to mean that the definition of the italicized word or phrase shall be the definition provided in this chapter.
- (f) Throughout this manual, headings for chapters and sections are used for convenience only. These headings shall not be construed to expand or to limit the interpretation of the section that follows the heading.

14.0075 Computation of Time

- (a) When a period of time is stated in days, the days shall be construed as calendar days unless otherwise stated.

(b) If the last day of any period is a Saturday, Sunday, or county holiday, the period is extended to include the next day that is not a Saturday, Sunday, or county holiday.

14.0076 Acknowledgment

I have received, read, and understand all matters set forth in the Personnel Benefits Guidelines and Procedures Manual for all Travis County employees (blue book), and I agree to abide by its provisions, realizing that changes in the employment conditions may be unilaterally implemented by Travis County commissioners' court. Nothing in this manual is to be construed as a contract of employment or a provision guaranteeing the specific term or tenure of employment.

Prior to signing this acknowledgment, I was given an opportunity to ask any questions that I had about the matters described in this manual.

By placing my signature below, I specifically agree to all terms and conditions described in the text of the general provisions appearing on page ii of this manual.

Print name

signature

Social security number

date

SUBCHAPTER A. TRAVIS COUNTY CLASSIFICATION AND COMPENSATION SYSTEM

Travis County Classification and Compensation System

14.008 Introduction

This system of position analysis, position classification, and job evaluation is adopted by the Commissioners Court of Travis County in accordance with its authority to determine the number of county employees to be appointed and their compensation and allowances. The system is established to assure that to the greatest extent practicable Travis County pays in accordance with the relative value of jobs as determined by (1) job duties, qualifications required, and knowledge, skills, and abilities required; and (2) market competitiveness that allows Travis County to attract and keep qualified public employees. The job descriptions of employees, appointed officials, and elected officials are subject to this system of position analysis, position classification, and job evaluation.

14.0081 Structure of Classified Pay Scales

- (a) Beginning on October 1, 2011, all classified positions will reside on one of two pay scales:
 - (1) Non-Executive Classified Scale - Employees include all exempt and non-exempt employees not included on the Executive Scale.
 - (2) Executive Classified Scale – Excluding Elected/Appointed Officials, employees comprising the top tier of executive management within the County.
- (b) Assignment of positions to the established pay scales will be performed by HRMD in conjunction with the respective Department Heads.

14.0082 Timing of Pay Scales Review

- (a) Unless otherwise instructed by Commissioners Court, HRMD will review the classified pay scales each year in which it conducts a comprehensive classification and compensation study.
- (b) The purpose of the pay scale review is to facilitate market competitiveness of the salary structures.
- (c) Comparisons will be made to approved public sector peers as established by Commissioners Court.

14.0083 Scheduling of Market Studies

- (a) Unless otherwise instructed by Commissioners Court, HRMD will conduct a comprehensive classification and compensation study every fourth year with implementation of the results to take place the following fiscal year.
- (b) In each intervening year between comprehensive classification and compensation studies, HRMD will perform a market analysis of benchmark classifications with implementation of results to take place the following fiscal year.

14.0084 Methodology of Comprehensive Classification and Compensation Studies

- (a) The following procedures will be used to conduct the comprehensive classification and compensation studies during the regularly scheduled years.

14.0085 Job Evaluation

- (a) Based on information obtained through job analysis and job documentation, Travis County evaluates jobs on a regularly scheduled basis utilizing market pricing and internal job evaluation techniques.
- (b) The foundation of the compensation program at Travis County is an equitable assignment of job classifications to pay grades based on external analysis of market competitors and on internal analysis of equity within the organization.
- (c) Internal Equity Analysis
 - (1) Point factor analysis will be performed on each job classification included in the comprehensive classification and compensation study. Based on the point factor scores, a hierarchy will be established based on internal job worth. A point factor system for internal job worth will be developed by HRMD and approved by the Compensation Committee and recommended to Commissioners Court for adoption.
- (d) External Equity Analysis
 - (1) To market price jobs, HRMD uses the most current approved job description in the HRMD files and other information obtained through appropriate job analysis. This information is documented in job descriptions.
 - (2) The geographic market for jobs will be defined by the type of jobs considered. Generally, the market for jobs will expand as jobs become more complex and the impact on the organization becomes greater. Generally, appropriate geographic regions are:
 - (A) local area markets for jobs on the non-exempt scale; where an insufficient number of local peers are available, the market will expand to a regional approach;
 - (B) regional markets for jobs on the exempt scale including major Texas counties and cities; and
 - (C) national public sector including regional and national peers of comparable size and all industries of comparable size for those jobs with an industry counterpart for executive jobs. Industry matches for executive scale jobs may require some customization to provide for reasonable comparisons
 - (3) HRMD may use external third party surveys. Use of third party surveys is another method of increasing participation and ensuring confidentiality of data for individual organizations.
 - (4) Confidentiality for organizations not subject to open records legislation is required for ethical reasons and to facilitate their continued participation in future surveys. If county surveys cannot ensure this confidentiality, then this issue must be clearly noted on the survey's initial distribution requesting data

- (5) HRMD attempts to match the job according to the job description and skill level guides in each survey. Since all jobs are somewhat unique to their respective organizations, a match of at least 60 percent in duties and responsibilities determines an appropriate match.
- (6) To maintain the appropriateness of the market data, a minimum of three separate relevant and valid survey sources must be used in any benchmark market analysis. Use of three sources helps to ensure that one source does not unduly skew the data.
- (7) Jobs with fewer than three valid survey matches are slotted by internal job evaluation. Although these jobs will not be market priced, the available market data may be used as a secondary method to confirm the accuracy of the internal job evaluation.
- (8) Midpoint will be used to establish the market rate for jobs. The average market midpoint will be compared to the established Travis County midpoint to establish market differential.
- (9) External equity analysis will produce a hierarchy of jobs based on market value

(e) Combining Internal and External Equity Analysis

- (1) Regression analysis will be used to produce a predicted midpoint value for each job. Point factor scores will be regressed against market midpoint value to produce a predicted midpoint value for each job. The regression analysis will produce a hierarchy of jobs based upon a combination of internal and external equity.
- (2) Jobs will be placed in the pay structure based on the predicted value of the midpoint that occurs as the result of the regression analysis. To ensure that jobs are not placed below market value, no jobs will be placed below the market value found in the external equity analysis.

14.0086 Position Analysis

- (a) Each position included in the comprehensive classification and compensation study will be examined to ensure it is properly classified. Position Analysis is the process of reviewing and documenting the duties, responsibilities, qualification requirements, and knowledge, skills, and abilities required for a position.
- (b) As a result of the position analysis, position classification is performed for each position. Position Classification is the process of assigning a single job title to a position or a group of positions that are determined by job analysis to be sufficiently similar to be described by a single job title.

14.0087 Implementation

- (a) As a result of a comprehensive classification and compensation study, job classifications can be recommended to be moved higher in the pay scale (upgraded), lower in the pay scale (downgraded), or remain in the same pay grade.
 - (1) For jobs that are upgraded due to a reclassification or a market adjustment, the amount of pay increase received by any incumbent(s) in that job title will be calculated as three and a half percent (3.5%) times the number of pay grades moved times the midpoint of the proposed pay grade, but in no event higher than the maximum of the range to which the job title is moved. If this increase does not place the incumbent(s) at least to the minimum of the new pay grade, then the salary will be adjusted to the minimum of the new pay grade.
 - (2) For jobs that are downgraded, incumbents should receive no decrease in pay, however those incumbents whose salaries exceed the maximum of the new pay grade shall receive no increase to base pay.
- (b) As a result of a comprehensive classification and compensation study, positions can be recommended for reclassification. Filled positions can be affected by the reclassification process in the following ways:
 - (1) Upgraded – If the position is upgraded to a higher pay range the employee will be upgraded to the proper pay range and the salary will be adjusted as set forth in section 14.0087(a)(1).
 - (2) Stays the same - The position is retained at its current pay range level, however, a title change may be appropriate based on the duties of the position. There is no change to the employee's salary.
 - (3) Downgraded - The position is downgraded to a lower pay range. Employee pay is adjusted in the same manner as set forth in section 14.0087(a)(2).
 - (4) Change in exempt/non-exempt status-when a position classification changes, the exempt/non-exempt status can be affected since the determining factors in setting

that status are related to the duties and responsibilities of the position. To reduce the unfunded liability of positions going from a non-exempt status to an exempt status, these employees should be compensated for any official compensatory time recorded in the payroll system before the reclassification becomes effective.

- (c) At the conclusion of each comprehensive classification and compensation study, HRMD will provide to Commissioners Court a listing of all positions and the recommendations for each of the following:
 - (1) Proposed classification;
 - (2) Proposed pay grade;
 - (3) Proposed FLSA status; and
 - (4) Proposed salary level.
- (d) Any significant changes to job descriptions that result from the comprehensive classification and compensation study will be presented to Commissioners Court for approval.
- (e) The results of a comprehensive classification and compensation study, including implementation costs, will be presented to Commissioners Court in time for inclusion in the preliminary budget.
- (f) The results of a comprehensive classification and compensation study are not final and may not be implemented without approval of Commissioners Court.
- (g) Department Heads and HRMD are encouraged to discuss any concerns regarding job evaluation to reach agreement on appropriate actions. In the event that consensus is not reached, Department Heads may appeal decisions to the Commissioners Court.

14.0088 Methodology of Benchmark Market Studies

- (a) Benchmark market studies are conducted to capture changes in the market during years in which comprehensive classification and compensation studies are not conducted.
- (b) HRMD will select 75-100 job classifications to serve as benchmarks to represent the jobs within the classified pay scales. HRMD will consult with Department Heads prior to the selection of benchmarks.
- (c) Criteria for benchmarks include the following:
 - (1) Jobs will be selected from each pay scale,
 - (2) Jobs will be selected from each job family,

- (3) Jobs with high numbers of incumbents will be included,
 - (4) Jobs from all levels of the pay scale will be included,
 - (5) Jobs with significant turnover levels will be included,
 - (6) Jobs recommended from departments for inclusion will receive priority to the extent possible.
- (d) After selection of benchmarks, HRMD will survey the market in accordance with the procedures outline in section 14.0085.
 - (e) Based on the results of the benchmark market studies, HRMD will recommend any changes to job classification within the pay scales.
 - (f) Implementation of benchmark market studies will be conducted in accordance with the criteria in section 14.0087.
 - (g) Department Heads and HRMD are encouraged to discuss any concerns regarding job evaluation to reach agreement on appropriate actions. In the event that consensus is not reached, department heads may appeal decisions to the Commissioners Court.
 - (h) The results of a benchmark market study are not final and may not be implemented without approval from Commissioners Court.

14.0089 Maintenance of the Classification and Compensation System

a) Horizontal Progression

- (1) Consistent with Commissioners Court implementation parameters for the compensation allocation, employees will progress across their respective pay grades in accordance to the following:

- (A) Non-Executive Classified Scale – Employees whose performance meets the department/office’s performance expectations shall receive a performance-based pay adjustment to their base pay up to the grade maximum, at which point the remainder is paid as a lump sum. The amount will be determined by the Commissioners Court each budget year.

Employees whose performance consistently exceeds the department/office’s performance expectations shall be eligible to receive an additional performance-based pay increase from funds allocated to the department/office for that purpose.

Employees who do not meet the department/office’s performance expectations shall not receive a performance-based pay adjustment.

- (B) Executive Scale – Employees will progress across the pay range based on performance-based pay increases.

(b) Vertical Progression

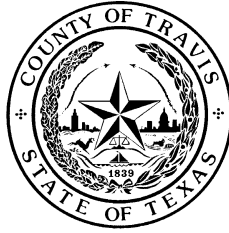
- (1) Employees may progress vertically through the classification and compensation system either through a system of career progression or through a career ladder.
- (2) Working with the Departments/Offices, HRMD will designate which job classifications should advance via career progression and which should advance via career ladders.
- (3) Departments/Offices may request HRMD to perform a career ladder analysis for specific positions. The request for a career ladder must be submitted in writing and must include the following information:
 - (A) the department’s/office’s operational need;
 - (B) the benefit/return on the County’s investment;
 - (C) the significant risks associated with the positions;
 - (D) the increasing levels of complexity required;
 - (E) the necessity for continuing professional development;
 - (F) the criteria that would be considered for progression on the ladder.

In addition to the required information listed above, the request may also include such other justifications as the requirements for industry competencies, the differences in job duties in the position progression, and the existence of career ladders in similar positions in the marketplace.

- (4) Career ladders may not be established without approval of Commissioners Court.
- (5) Commissioners Court approval for previously established career ladders will expire September 30, 2014. Departments/offices must submit new requests for approval consideration.

14.009 Compensation Committee

- (a) The Commissioners Court shall reconvene the Compensation Committee each year during the annual budgetary process for the purpose of making recommendations to the Commissioners Court in regard to compensation-related items for the upcoming budget year.

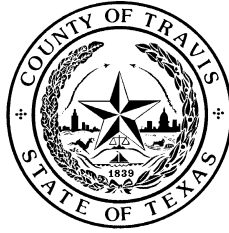


Proposed addition to the Performance Management section of the Compensation Policy.

County Executives, department heads, managers and supervisors are expected to understand and follow job and workplace performance standards and take advantage of the many resources available internally and externally to support successful job performance. These may include, but are not limited to, orientations, policy manuals and internal and external training opportunities.

In an effort to ensure that Performance Management is an on-going process within Travis County, departments are expected to have procedures that meet the following standards:

1. **Performance planning with employees** – Managers and supervisors are required to meet with employees to discuss and establish expectations for performance in accordance with the published job description. Any additional duties related to performance should be noted at that time. At a minimum, the employee should be provided information on what meets, exceeds and does not meet expectations for their position. Should there be a change in expectations related to performance, employees should be notified and have their established expectations updated as soon as possible.
2. **Performance Feedback** – Departments are required to have a standard for feedback between managers/ supervisors and employees. Feedback is recommended monthly, but should be no less than quarterly, to ensure that employees receive on-going information about their job performance and interim progress.
3. **Performance Evaluation** – Departments are required to evaluate all regular personnel annually; evaluation scores should be entered and-or reported to the Human Resources Management Department by Aug. 30 of each year.
 - a. Performance Evaluation procedures must include an opportunity for self-evaluation.
 - b. Each manager/supervisor shall review the employees' self-evaluation prior to and during the formulation of the employee's management evaluation.
 - c. Each manager/supervisor is required to conduct an annual evaluation meeting with each of their employees.
 - d. Each evaluation shall be in writing and include a signature line for both the manager/supervisor and the employee. An employee's signature does not indicate agreement with the evaluation, only that it has been reviewed. It is recommended that employees be permitted to attach additional comments to their evaluation upon request.
 - e. Annual performance reviews may be appealed by an employee through the department management chain-of-command, up to and including the Department Head as defined in County policy.



4. **Performance Improvement** – Supervisors may use coaching, performance improvement plans and progressive discipline to assist and guide employees in resolving unsatisfactory job performance, misconduct or behavior that violates Travis County policies, or department procedures or practices.

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(b) Vertical Progression

- (1) Employees may progress vertically through the classification and compensation system either through a system of career progression or through a career ladder.
- (2) Working with the departments/offices, HRMD will designate which job classifications should advance via career progression and which should advance via career ladders.
- (3) Departments/offices may request HRMD to perform a career ladder analysis for specific positions. The request for a career ladder must be submitted in writing and **must** include the following information:
 - (A) The department's/office's operational need;
 - (B) The benefit/return on the County's investment;
 - (C) The significant risks associated with the positions;
 - (D) The increasing complexity required;
 - (E) The necessity for continuing professional development; and
 - (F) The criteria that would be considered for progression on the ladder.

In addition to the required information listed above, the request may also include such other justifications as the requirements for industry competencies, the differences in job duties in the position progression, and the existence of career ladders in similar positions in the marketplace.

- (4) Career ladders may not be established without approval of Commissioners Court.
- (5) Commissioners Court approval for previously established career ladders will expire September 30, 2014. Departments/offices must submit new requests for approval consideration.

Compensation Policy Change Overview

Introduction

As a result of extensive review of Travis County’s classification and compensation policy, contained in Travis County Code Chapter 10, the Compensation Committee has recommended substantial revisions to many provisions contained therein. Per its charge, the Committee only addressed the sections related to classification and compensation, specifically sections 10.024 through 10.034, and Subchapters A and B. In addition to specific policy changes, the Committee recommends reorganizing the items related to classification and compensation so that subjects are better organized, making the chapter easier to use and understand. Table A below highlights the major changes recommended and the rationale for each.

Table A
Travis County Classification and Compensation Policy
Key Policy Changes by Section

Section	Key Changes	Rationale
14.001 - Philosophy	Philosophy changed.	Reflects emphasis on total compensation and market competitiveness.
	Objectives replaced with supporting strategies.	Reflects supporting strategies found in Strategy Document.
	Definitions expanded.	Consolidates two separate definition sections.
14.002 – Classification System	Specifies that Elected/Appointed Officials can opt out of classification system and under what conditions they can return.	Acknowledges legal right of Elected/Appointed Officials to design own classification system and conditions under which they can return to County’s system.
	Specifies the procedure to be used to conduct ad hoc reclassification of positions.	Current policy not clear on whether procedure is for general market studies or ad hoc reclassifications.
	Authorizes HRMD Director to make changes to job descriptions without Court approval after consultation with departments.	Current policy requires all changes, no matter how insignificant, to be brought for approval to Commissioners Court.
	Requires all employees reporting to Commissioners Court to meet minimum job qualifications.	Codifies existing practice.

Table A (Continued)

14.003 - Compensation	Compensation allocation section adds mention of adjustments associated with scale adjustments, career ladders, and across the board increases.	Current policy does not contain references to any of these items routinely discussed during compensation allocation discussions.
	References County may have more than one classified pay scale.	Committee is recommending separate Executive Pay Scale.
	Provides for regular analysis of pay scale levels in addition to “at Court direction”.	Consistent with strategy calling for review of scales every fourth year, but does not exclude Court directive.
	Removes the “10% above midpoint” line for non-routine salary adjustments and replaces with 10% threshold for non-routine review.	Amount of adjustment, rather than where the employee is within the pay range should be key driver for increased scrutiny on non-routine review.
14.004 – Employee Mobility	Promotion policy changed to specify minimum of 5% increase per grade.	Eliminates promotions without pay increases and mirrors demotion policy.
	Adds section on interim assignments.	Clarification needed on difference between temporary assignments and interim assignments.
14.005 – Pay Additives	Adds section specifically related to pay additives.	Acknowledges that pay additives are regularly used and provides space for policy additions/changes.
	Specifies on-call pay will be paid whether or not the employee is called back.	Departments do not apply current policy consistently.
	Adds section related to shift differential.	Acknowledges key pay additive and codifies existing practices.
14.006 – Peace Officer Pay Scale (POPS)	No changes.	Committee not charged with addressing POPS.
14.007 – General Interpretive Provisions	No changes.	Included in case stand-alone document.

Table A (Continued)

14.008 - Subchapter A	Addition of Executive Pay Scale	Allows differentiation of approach for senior management.
	Pay scales reviewed every fourth year.	No regular review of pay scales provided for in current policy.
	Provides for benchmark market analysis in years between classification and compensation study.	Annual market tracking will prevent the need for large adjustments every fourth year.
	Includes point-factor system as means of studying internal equity.	County has no quantifiable way to measure internal equity today.
	Provides for standard procedure to implement study results (3.5% x # of grades moved x midpoint of new grade).	Current implementation parameters resulting in compression at minimum.
	Calls for return to performance based pay as primary means to move across pay range.	Consistent with compensation trends.
	Calls for review of career ladder system in place.	Career ladder system developed on ad hoc basis without systemic review.
	Compensation Committee to convene early in budget cycle to give compensation allocation recommendations to Court	Builds consensus on how to plan for compensation in coming budget cycle.

Summary

While the Committee has proposed a substantial number of changes, the heart of the changes resides in Subchapter A. This subchapter outlines a system wherein all positions will undergo a complete classification and compensation analysis every fourth year. In the intervening years, benchmark studies will be conducted so that adjustments can be made as the market shifts. In addition to market rates, the system will include the development of a point-factor system to build in a quantifiable method of determining internal equity. The methodologies replace the outdated Banding methodology which is frequently referenced throughout the code (most notably in current subchapters A and B), but which has had no practical impact for many years. The policy also calls for reconvening the Compensation Committee to make compensation allocation recommendation on an annual basis.

The other major changes include a return to the principle of pay for performance as the basis of annual increases (and an accompanying reduction of emphasis on across the board increases), and the addition of an executive pay scale. Additionally, the Committee recognizes that some additional work needs to be done in the area of vertical progression, particularly in relation to how the County has developed and uses career ladders. This is not meant to minimize the importance of changes to policies related to employee mobility and other general classification and compensation policies. A number of recommendations are included in these areas that warrant careful consideration.