



# **Dinwiddie County**

## **HUMAN RESOURCES**

### **POLICIES AND PROCEDURES**

### **EMPLOYEE COMPENSATION**

*Adopted: April 16, 2024*

#### **POLICY**

Dinwiddie County strives to build our community through excellence in public service. The County is committed to attracting and retaining high-skilled, high-performing employees capable of upholding the County's core values and delivering the highest standards of public service to the community. Compliance with this procedure ensures employee salaries are administered in a way that is consistent, fair, transparent, provides equal pay for equal work, and does not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.

#### **DEFINITIONS**

- A. Hiring Manager:** The Constitutional Officer, County Administrator, Deputy County Administrator, Chief, or Department Director responsible for making hiring decisions for the respective position.
- B. Internal Equity:** The comparison of positions within the County to ensure fair pay for similar work and similar length of experience.
- C. Pay Grade:** The numerical classification assigned to a position; jobs with similar responsibility and complexity fall within the same pay grade; positions with more responsibility and greater complexity are identified as higher pay grades than those with lesser responsibility and complexity.
- D. Salary Range:** The established pay rates for a specific pay grade.
- E. Salary Scale:** The structure that identifies the salary range for each pay grade.

#### **PROCEDURES**

##### **A. Compensation Plan**

Employee salaries will be approved by the Board of Supervisors through the annual budget approval process. Salaries will be identified and implemented based on the County's compensation plan that includes:

1. Pay grades where jobs with similar responsibility and complexity are grouped together to ensure equal pay for equal work.
2. Steps within each pay grade that allow for salary advancement and disbursement to avoid salary compression.

## **B. Internal Equity**

Salaries of current employees will be taken into consideration when determining salaries for new hires and for employees promoting, transferring, demoting, serving in a temporary “acting” status, receiving adjustments due to a competitive salary offer or being reclassified. In the event the procedures established in this policy create an inverted salary relationship by placing new or transitioning employees at a salary that exceeds the current salaries of comparably placed existing employees in the same pay grade, Human Resources will consult with the County Administrator to determine the appropriate salary level.

## **C. Hiring Salaries**

The County’s adopted salary structures have been designed to assist departments in properly compensating employees, both from an external competitiveness and internal equity perspective.

1. When an employee is hired into a position with no relevant experience, the employee’s salary should be placed at the minimum salary for the respective salary grade.
2. When establishing the starting salary of a new employee with relevant experience, full-time or part-time, the Hiring Managers along with Human Resources should consider each of the following factors to ensure an equitable compensation decision:
  - Internal equity with salaries of other similarly situated employees (within the department and within similar grades)
  - Applicable job-related knowledge, skills, and abilities
  - Years of directly relevant experience
  - Special certifications and/or licenses
  - Fluency in sign language or foreign languages helpful to the customers served

The Hiring Managers may submit a salary request up to the midpoint of the range. When determining a starting salary, it is of utmost importance that Hiring Managers and Human Resources prioritize internal equity, considering experience and skill level as important factors when determining how to position a new hire within the salary range.

All salary requests will require the following:

- A Salary Review Template, to include a list of all department employees in the same job classification and pay rates (including the selected candidate)
- A summary of the selected candidate’s education and experience

Salary requests that exceed the midpoint of the range and/or the position budget require approval from Human Resources and the County Administrator. Hiring

Managers will be required to provide written justification along with their request to exceed the midpoint of the range and/or the position budget.

3. Recruitment advertisements will normally include a hiring range of step one (entry level) up to the midpoint of the range. Ranges requested beyond the midpoint require approval from Human Resources and the County Administrator. Hiring ranges are to be prepared by the Hiring Manager and approved by the Director of Human Resources as a part of the position recruitment. Employees who separated employment with the County will be re-hired using this same philosophy and will not be rehired at the previous salary, unless the break in service has been less than 90 days. Employee salaries of those transitioning from part-time to full-time employment will be determined using this same philosophy or by converting the current hourly rate to an annual salary, whichever is most beneficial to the employee.
4. When an employee is hired into a difficult to fill position, the Human Resources Director will consult with the County Administrator to determine the appropriate salary level. (Difficult to fill positions include those that are documented to have not received adequate interest to select a qualified candidate and/or where a job offer has been made that is rejected by one or more qualified applicants).

#### **D. Promotions**

A promotion occurs when an employee successfully completes a competitive recruitment process which results in the employee moving from a position in one pay grade to a position in a higher pay grade.

When an employee is promoted to a position in a higher pay grade, the employee shall be placed on the new pay grade.

Employees moving to a different role in a higher pay grade may be eligible for an increase negotiable from the minimum of the new pay grade up to 10% above their current salary. Increases above 10% require appropriate justification and approval by the County Administrator. When determining a promotional salary, it is of utmost importance that hiring departments prioritize internal equity as an important factor.

#### **E. Lateral Transfers**

When an employee voluntarily or involuntarily transfers to a classification title at the same pay grade, no pay increase will be given. Under special circumstances, an increase or decrease in pay may be warranted if a funding or internal equity concern exists. A written justification must be submitted to HR for review and approval.

## **F. Demotions**

A demotion involves an employee moving to a lower pay grade through a competitive, non-competitive, or disciplinary process.

For involuntary demotions, the salary of the demoted employee can be reduced by any amount as long as the salary is within the employee's new pay range but must be reduced by at least 5% or to the maximum of the new range, whichever is lower.

For voluntary demotions that result from a competitive recruitment, the Hiring Manager may request to continue the employee's salary at the rate of pay prior to demotion provided such salary falls within the range of pay for the new position and is aligned with the salaries of employees in the same classification with similar levels of education and experience. A memorandum containing the circumstances surrounding the demotion should be sent to HR for approval prior to any verbal salary offer. If the demoted employee's salary is not reduced the employee is ineligible for an increase as a result of future reclassification or promotion from the prior grade level for 12 months from the date of demotion.

If an employee is demoted within 12 months of a promotion, any salary increase resulting from the promotion will be removed.

## **G. Temporary "Acting" Pay**

The salary of the acting appointee is adjusted to the minimum salary of the grade in which appointed, or to a rate 5% above the employee's current salary, whichever is greater.

Temporary or "Acting" assignments occur when the County recognizes a critical job assignment need that must be met and cannot be met through the normal recruitment process. This can occur when an unexpected vacancy occurs; when a mission critical job cannot be filled in a timely fashion; or when a mission objective changes abruptly and requires an immediate action. Temporary or "acting" assignment(s) should be anticipated to last more than 30 days, but less than 6 months. A temporary or "acting" assignment is not to assume the duties of another employee who is on approved vacation or short-term medical leave.

1. Employees receiving Temporary "Acting" Pay shall sign an agreement acknowledging the understanding that they are receiving Temporary "Acting" Pay and also acknowledge understanding that when the temporary assignment ends, the Temporary "Acting" Pay will also end.
2. If the position assigned is in a lower pay grade there will be no reduction in salary for the assigned employee even if the salary exceeded the maximum of the new salary range.

3. Employees who are receiving compensation for serving as an acting supervisor through a career development program are not eligible to receive additional compensation under this policy.

#### **H. Competitive Salary Offers**

The County may elect to make a counteroffer to an employee who has received a verified, higher salary offer for a position from another employer. The following conditions apply:

1. Hiring Managers have the discretion to request counteroffers; requests should be made based on business need and should be submitted to Human Resources for review and consideration; final approval must be authorized by the County Administrator.
2. Only one counteroffer shall be made per offer.
3. The counteroffer shall not exceed the offered salary (if the offer is between two salary steps for the employee's current pay grade, the next salary step may be extended to ensure the employee's salary remains on the salary scale).
4. The counteroffer cannot exceed the current position's salary grade maximum.

#### **I. Reclassifications**

A reclassification involves changing the pay grade of an existing position. The change must be based on a significant change in job content, not an increase or decrease in the work volume or pace or the addition or deletion of minor duties. A reclassification may result in the position becoming a higher or lower pay grade and may or may not result in a title change.

Managers should consult with Human Resources regarding any change in employee responsibilities to determine if a request for reclassification is appropriate. Requests should be submitted during the budget planning process using the established Position Request Form. Human Resources will conduct a thorough review of the position; if a reclassification is deemed appropriate, Human Resources will make a recommendation to and request final approval from the County Administrator. If approved by the County Administrator:

1. Reclassifications will not be retroactive.
2. Reclassifications to lower pay grades will not result in the employee's salary being decreased.

#### **J. Part-time Hourly Rates**

Hourly rates for part-time employees shall be set at the minimum rate for the respective pay grade. In situations when the uniqueness of an individual job and level or necessary skills required by the County, and not just possessed by the incumbent, may require a higher rate than stipulated above, the hiring manager may request an hourly rate commensurate with experience within the assigned pay grade. The need should be

documented by the hiring manager and reviewed and approved by Human Resources and the County Administrator.

**K. Additional Pay Practices**

1. The Board of Supervisors may authorize salary increases through the annual budget approval process; increases can include:
  - a. Step increases for all employees who had a start date on or before December 31 of the previous calendar year.
  - b. Salary scale adjustments that increase all salaries on the scale by a specific percentage.
  - c. Other increases that are deemed appropriate.
2. Departments may develop additional pay practices including career development programs, on-call pay programs, etc. that may supplement this policy so long as they are:
  - a. Approved by Human Resources and the County Administrator
  - b. Funded by the Board of Supervisors
  - c. Consistent, fair, transparent, provide equal pay for equal work, and do not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.
3. The County Administrator may implement additional compensation practices including but not limited to recognition of professional development so long as such practices are:
  - a. Funded by the Board of Supervisors
  - b. Consistent, fair, transparent, provide equal pay for equal work, and do not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.

**L. Compliance**

Human Resources and the County Administrator have the authority and responsibility for administering the Compensation Policy. Any exceptions must be documented by a unique business need and final approval must be authorized by the County Administrator.

**Distribution of Employee Compensation Policy to County Employees; Employee Acknowledgement**

A copy of the Employee Compensation Policy shall be distributed to each County employee with an Employee Acknowledgement. Each County employee shall acknowledge receipt of the Policy by signing, dating, and submitting an employee acknowledgement to Human Resources for filing in the respective employee's personnel file. All new hire employees shall receive and acknowledge receipt of the Employee Compensation Policy when completing new hire orientation.