



Personnel Policy

Compensation and Salary Administration

Control Number

HR017.2

Policy Date

01/08/2007

Revision Date

05/06/2024

Purpose

The purpose of this policy on compensation and salary administration is to provide a consistent, equitable and work-related basis for administering employee's salaries in a variety of personnel actions.

The salary schedule, reflecting grade level to include the Hiring Rate, Minimum, Mid-Point and Maximum of the grade, as approved by the Board of Commissioners is hereby adopted as the pay plan for Scotland County. Adjustments to the pay plan shall occur annually with the adoption of the Budget Ordinance. Any adjustment to the pay plan shall apply to the Board of Commissioners as well as to County employees.

Scope

This policy covers all county employees.

Maintenance and Administration of the Pay Plan

The County Manager shall be responsible for the administration and maintenance of the pay plan. The pay plan is intended to provide equitable compensation for all positions when considered in relation to each other, reflecting differences in duties and responsibilities, the comparable rates of pay for positions in private and public employment in North Carolina, changes in the cost of living, the financial conditions of the County, and other factors. The County Manager, or designee, shall, from time to time, make comparative studies of all factors affecting the level of salary ranges and shall recommend to the Board of Commissioners such changes in salary ranges as appear to be warranted.

The pay plan shall be administered in a fair and systematic manner in accordance with work performed. The pay structure shall be externally competitive, shall maintain proper internal relationships among all positions based on relative duties and responsibilities, and shall recognize performance as the basis for pay increases within the established pay range.

The County Manager is authorized by the Board of Commissioners to approve salary adjustments up to ten percent (10%). These adjustments must not exceed the assigned range of the position. Any such adjustments based solely on performance are to be reported to the Board of Commissioners at the next regularly scheduled meeting. Any request for reclassification will be reviewed by the County Manager for approval to recommend such request to the Board of Commissioners.

Scotland County uses as comparators for compensation purposes those counties in North Carolina most similar to it in population and services offered, as well as focusing on counties in the immediate geographical area.



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Human Resources is responsible for conducting studies on identified comparators. These comparators include, but are not limited to Hoke, Richmond, Robeson, Moore, Bladen, Anson, Franklin, and Columbus. Scotland County also uses the annual UNC-Chapel Hill School of Government salary survey for compensation purposes.

As conditions dictate, Scotland County may engage qualified outside consultants to provide salary survey data and recommendations.

Compensation Procedures

Timesheets

Scotland County employees submit their hours worked for payroll purposes using an electronic timekeeping system.

Employee Work Schedule

Department heads are responsible for developing work schedules to provide the proper coverage for all services.

The normal workweek consists of 40 hours during a consecutive five-day period, 8 hours per day. However public safety agencies may work a modified or fluctuating workweek schedule. Schedule requirements may fluctuate by department based on the responsibilities and needs of the work unit. Departments will advise all newly hired employees of the work schedule. The designated workweek for each department will be established by the Department Head with the approval of the County Manager.

Salary Rates

The compensation plan includes a salary rate structure that may be revised. Each job is assigned to a grade level with a designated salary range.

An employee grade and/or salary may change within the current position as a result of an approved market adjustment or an individual increase based on performance.

New Hire

Employees will usually be hired at the hiring rate of their assigned salary grade.

Appointments above the hiring rate must be approved by the County Manager when deemed necessary to the best interests of the County.



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Upon the successful completion of the initial probationary period, an employee will be placed at the minimum rate in the assigned range. Regardless of the hire rate, the increase after the probation period will be 5%

At the completion of the training period and successful demonstration of job duties following a promotion, an employee may receive an increase of 2.5% in the assigned range. Promotion probation period follows the same timeline as the initial probation period.

Methodology for Hiring Above Hire Rate

A request for salary placement above Hiring Rate may be made for qualifications or directly related experience higher than the minimum requirements for the position.

Qualifications above minimum could include, but are not limited to the following:

- already obtained certifications or licenses that are required for the position;
- certifications which may not be required, but preferred and compliment the position;
- a higher educational degree than is required , but is in a degree complimenting the position;
- credit for previous directly related experience, which is defined as duties and responsibilities directly comparable to job duties for the position.

The following criteria provides the percentage above hire that may be applied either under certifications, licensing, education, or experience. Criteria categories cannot be combined to hire above 10%. If minimal qualifications for the position are not met, the criteria cannot be applied to increase the hiring salary.

Certifications and Licenses Above Minimum Required for the Position

Certification/License not required 2.5% (only one allowed credit)

Certification/License required 5.0% (per each required)

Education Above Minimum Required for Position

Associate Degree 2.5%

Bachelor's Degree 5.0%

Masters Degree 7.5%

Doctorate 10%

Directly Related Experience Above Minimum Required for Position

1 - 4 Years 2.5%

>4 - 9 Years 5.0%

>9 - 14 Years 7.5%

>14 Years 10%



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Rates of Pay

The department recommends salaries and submits its recommendation to the Human Resources Director for review and compliance. Salary rates are based on qualifications that are compatible with the requirements of the position, internal equity, recruitment difficulties, budget constraints, and/or unique skills.

Payment at a Listed Rate

Employees covered by the salary plan shall be paid at a rate within the salary ranges established for their respective job classes except for employees in a trainee status or employees whose present salaries are above the established maximum rate following transition to a new pay plan.

When an employee attains the maximum rate of a salary range for his or her present position, no further salary increase will be received unless the position is reclassified, the employee is promoted to another position with a higher salary range. If the employee is eligible for an increase, and is at the maximum of the range, the employee will be paid a one-time bonus equal to the increase.

Trainee Salaries

An applicant hired, or an employee promoted to a position in a higher class, who does not meet all the established requirements of the position, shall be appointed with the approval of the County Manager at a pay rate below the minimum salary. An employee in a trainee status shall continue to receive a reduced salary until the appointing Department Head and the County Manager determine that the trainee is qualified to assume the full responsibilities of the position. The Trainee Rate will be 2.5% below the Hire Rate.

Pay Rates in Promotion, Demotion, Transfer, Reclassification and Reinstatement

When an employee is promoted, demoted, transferred, or reclassified, the rate of pay for the new position shall be established as follows:

- A. An employee who is promoted to a position in a higher grade shall receive at least the minimum rate of the higher grade. If the employee's previous experience warrants, the salary may be adjusted higher with the approval of the County Manager, subject to the availability of funds, provided that the adjusted salary does not exceed the maximum of assigned range. In some cases a promotion or reclassification represents a significant change in the nature of work and an immediate salary increase may not be appropriate or equitable. In these cases the County Manager must approve the failure to award a salary increase upon promotion.



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- B. If an employee is demoted as a result of a reclassification, and the employee's current salary falls above the maximum of the range for the lower class, the employee's salary will remain the same until general schedule adjustments or range revisions bring it back within the lower range. If the employee is eligible for an increase, and is at the maximum of the range, the employee will be paid a one-time bonus equal to the increase. If an employee is demoted for cause, the employee's salary will be reduced to the lower salary range as long as the reduced salary does not fall below the minimum salary rate of that range.
- C. Whenever an employee applies for and is appointed to a position in another department and that position is in the same pay grade, this is considered a lateral transfer, and the employee normally shall receive the same pay rate. Previous experience or the nature of the duties of the new position may warrant a higher starting pay with the approval of the County Manager, subject to the availability of funds. An employee's salary will not be reduced or increased as a result of a lateral transfer unless there is a change in the employee's number of work hours. If an employee applies for and is appointed to a position in another department and that position is in a higher pay grade, this is considered a promotion and subject to the provisions of A. of this section.
- D. When a reclassification occurs and an employee's position is reclassified to a class having a higher salary range, the employee's salary shall be increased to at least the minimum rate of the new pay range. If the employee's previous experience warrants, the salary may be adjusted higher with the approval of the County Manager, subject to the availability of funds, provided that the adjusted salary does not exceed the maximum of the assigned range.
- E. When an employee is reinstated in a position of the same class after separation from the County of not more than one year, and when the separation was not due to discreditable circumstances, the employee may receive at least the same rate of pay as at the time of separation, plus any across-the-board pay increases given prior to reinstatement.

Employment Required Certification(s)

An employee who is required to achieve specific certification(s) in order to maintain his/her employment, as defined in the job description, shall not receive a salary increase upon documentation of completed certification(s). Other certifications must be reviewed and approved by the County Manager before the certification course work begins.

Non-Required Certification(s)

An employee who is not required to achieve specific certification(s) in order to maintain his/her employment, as defined in the job description, but has been approved to complete additional certification(s) shall receive a salary increase upon documentation of completed certification(s) and approval of the County Manager, to be effective during the next pay period.



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Certifications beyond those needed to be minimally qualified for a position, must be requested, budgeted and approved by the County Manager prior to enrolling in the course/program.

Consideration for additional certifications should take into account the following:

- The certification adds value to the County and/or Department goals and objectives;
- The certification adds a new skill set or new practice; broadens or enhances services.

To be eligible for non-required certifications, the employee must be fully qualified for their current position, must have completed their initial probation period, and cannot have an active disciplinary action. When identifying staff for additional certifications, the Department Head should consider employees who:

- Demonstrate the ability to obtain certification and is motivated to do so;
- Have good standing in the department, regular attendance, no discipline issues, and positive performance evaluations.

The following certification matrix and point system will be used to determine the valuation of the certification for salary increases.

Element 1: Length of Training

<u>Actual Hours for Training</u>	<u>Points</u>
16-24 hours	1
>24-40 hours	2
>40-160 hours	3
>160-320 hours	4
>320 hours	8

Element 2: Training Program Components

<u>Work Involved</u>	<u>Points</u>
Class Only	0
Homework/Projects	5
Required to Pass Exam to achieve Certification	10

Scoring & Salary Increase

<u>Total Points</u>	<u>Salary Increase</u>
1-5	\$ 500
6-13	\$1,000
14-17	\$1,500
18-22	\$2,000
23	\$2,500



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An employee is limited to a maximum of two (2) certifications per budget year, not to exceed a salary increase of \$2500 for that budget year. The lifetime salary cap is \$10,000 over the entire career, inclusive of continuous and intermittent County service/employment.

Pay for Part-time Work

The pay plan established by this policy is for full-time service. An employee appointed for less than full-time service will be paid a prorated amount or a rate that has been negotiated between the employee and the County.

Payroll Deductions

Federal and state income taxes, Social Security tax, and retirement contributions shall be deducted as authorized by law. Any other payroll deduction will be based on the employee's elections.

Payroll Procedure

All employees shall be paid on a semi-monthly basis, with the 15th and last calendar day of the month as the designated payday.

Exception: Fair Labor Standard Act (FLSA) 207k Exemption

Employees of the Sheriff's Office, including the Detention Center, who fall under this exemption, will be paid on a bi-weekly basis. The designated payday will be on Friday.

If payday falls on a Saturday, a Sunday, or a holiday, employees will be paid on the last banking day before the non-working day.

For semi-monthly, the payroll period will be from the first of the month through the fifteenth, and from the sixteenth to the last day of the month. New employees beginning employment on a day other than the beginning of a pay cycle will only be paid a partial semi-monthly or bi-weekly salary. Thereafter they shall be paid semi-monthly or bi-weekly based on the respective pay cycle.

Pay for Temporary Assignment

When the necessity arises for an employee to temporarily assume the responsibility of another position in a class recognized at a higher grade for a period of more than thirty (30) calendar days approval of assignment shall be obtained from the County Manager prior to assignment. The employee shall be compensated for the entire period of the temporary assignment at the minimum of the regular rate assigned to the higher class. If the employee's previous experience warrants, the salary may be adjusted higher with the approval of the County Manager, subject to the availability of funds, provided that the adjusted salary does not exceed the maximum as



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assigned range. When the responsibilities to be assumed are the County Manager's, increased payment shall be approved by the Board of Commissioners.

Termination Pay

Upon termination of employment, an employee is entitled to payment in the regularly scheduled pay period for regular pay.

Unused annual leave, up to a maximum of 240 hours, less any deductions for debts outstanding against the County shall be paid in the next pay period. No special checks will be written for termination pay. The finance office shall deduct and withhold from the final paycheck any amount owed the County, such as group insurance premiums, uniforms, or approved deductions.

No severance pay will be allowed under any circumstances except as authorized by the Board of Commissioners.

Effective Date of Salary Adjustments

Salary adjustments shall become effective on the first day of the pay period following the approved adjustment.

Reference

Replaces: Personal Policy dated, June 5, 2006
Article III. Position Classification Plan, Section 1-11 and 13-16,
Amended Section 3, January 8, 2007

Substantially Equivalent

This policy was approved by the State Human Resource Commission and qualifies as substantially equivalent under North Carolina Office of Human Resources.