

CITY OF PLANO POLICIES AND PROCEDURES

205.000

Department Name: Human Resources Manual
Procedure: Compensation and Salary Administration

Effective Date: 11/01/96

Revision Date(s): 01/04/99, 05/01/04, 08/01/05, 07/01/06, 01/01/09, 04/01/09, 01/01/10,
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205.00 Purpose & Scope

The purpose of the City's compensation and salary administration program is to support the City's goal of attracting and retaining top quality talent through an effective pay system. The City's policy is to provide compensation that is competitive with the external labor market. This program provides a consistent method for classification and compensation.

This policy applies only to non-Civil Service positions.

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205.01 Pay Rates at Hire

General Compensation Plan

Departmental directors (or designee) should consult with Human Resources to determine the pay rate for a new hire, taking the following factors into account:

- Salaries paid to current employees in the position, both within the hiring department and City-wide;
- Qualifications of the selected candidate compared to the qualifications of current employees in the same classification, both within the hiring department and City-wide; and
- Department budget.

The lower third of a salary grade is the pay range for a candidate meeting the basic requirements of the job. Department directors (or designee) can make offers within the lower third of the grade.

The middle third of a salary grade is the pay range for a candidate exceeding the basic requirements of the job because he/she has some experience in the job. The Human Resources (HR) Director (or designee) must approve offers in the middle third of the grade.

The upper third of a salary grade is the pay range for a candidate exceeding the basic requirements of the job because he/she has significant experience in the job. In addition to the HR Director, the City Manager (or designee) must approve offers in the upper third of the grade.

Step Plan (Maintenance Skilled Craft positions only)

A new hire typically begins employment at Step 1 of the salary grade assigned to his/her job title.

Hiring candidates at Step 2 or Step 3 requires department director (or designee) approval. The hiring manager must show that the candidate has recent and relevant experience.

Hiring candidates above Step 3 of the grade requires both department director (or designee) and HR Director (or designee) approval. The hiring manager must show that the candidate's qualifications match the eligibility requirements of the proposed hiring step.

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205.02 Movement to New Position

Promotions

A promotion occurs when an employee moves to a position in a higher salary grade than his/her current position.

Promotions include a pay increase. The employee's new pay rate must be at least the minimum of the new salary grade. Approvals of pay rates for promotions follow the same guidelines as Pay Rates at Hire (See 205.01 Pay Rates at Hire).

- **Temporary Promotions**

To receive a pay increase for a temporary promotion, an employee must have worked (or be scheduled to work) for a minimum period of 30 calendar days in the temporary position. Pay increases are retroactive to (or effective on) the date of the temporary promotion. At the conclusion of such a temporary assignment, an employee's pay reverts to his/her pre-promotion level.

- **Job Series**

Advancement through a job series requires increasing levels of job knowledge, education, certification, and/or other training or skills. Job series reward employees for technical and professional growth in their field, which enhances their value to the City.

To be eligible, an employee must meet the requirements for the next level position within the series. It is the department director's responsibility to determine if an employee meets the requirements for advancement.

Job series are not appropriate for all positions. Departments wanting to use job series other than those in the City's Titling Guidelines (see Appendix A) must work with and get approval from HR (Compensation), and identify the requirements for promotion to put a job series into place.

Lateral Transfers

A lateral transfer occurs when an employee moves to a different position in the same salary grade as his/her current position. A lateral transfer does not usually include a pay increase; however, HR (Compensation) and the department director (or designee) will determine the appropriate pay rate.

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Demotions

A demotion occurs when an employee moves to a job in a lower salary grade. This may occur for the following reasons:

- Disciplinary action;
- Departmental reorganization resulting in a reduction in duties and responsibilities;
- Employee-initiated request approved in writing by the requesting employee's immediate supervisor and appropriate department director(s); or
- An employee applies for and obtains a City position that is in a lower grade.

All demotions are subject to a reduction in base pay. HR (Compensation) and the appropriate department director or executive management will determine a fair and consistent method to handle pay reductions due to demotion.

205.03 Pay Rate Increases

Across-the-Board Pay Rate Increases

Across-the-board pay rate increases occur at the beginning of the fiscal year if approved by City Council.

- Employees whose pay is at or above the maximum of their salary range receive lump sum payments instead of an increase to their pay rate. Employees also receive lump sum payments for any portion of a pay rate increase that would cause the employee's pay to exceed the maximum. **Employees under active disciplinary action may have their increases withheld until performance returns to acceptable standards.**

Market Adjustments (General Compensation Plan only)

An employee hired, promoted, or reclassified in the lower third of the salary range may be eligible for a pay increase at his/her 6-month, 12-month, and 18-month anniversary.

The HR department sets the percentage for market adjustments each budget year, subject to funding and approval by City Council. Department directors have the option to use market adjustments – they are not guaranteed or mandatory.

The department director (or designee) determines the amount of an employee's market adjustment up to the maximum percentage, based on the following factors:

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- Current salary in the lower third of the salary range;
- Salaries paid to other employees in the position/department; and
- Performance evaluation showing the employee has reached specific skill and performance goals for his/her position.

Step Plan Increases (Maintenance Skilled Craft positions only)

Step increases occur on an employee's anniversary date in position, subject to the following conditions:

- Availability of budgeted funds.
- Employees under active disciplinary action may have their step increase withheld until performance returns to acceptable standards.
- An employee's base pay may not exceed the maximum of the assigned step plan grade for his/her job title.

The only exception to annual advancement is that an employee at Step 1 may advance to Step 2 after six months in position, if the other conditions are met.

205.04 Salary Structure Adjustments

The City is committed to competitive compensation and from time to time reviews the external job market. Based on this review, and subject to budget availability, adjustments to the salary structure may occur.

When an across-the board pay rate increase occurs in the same fiscal year as a salary structure adjustment, the increase is applied to employees' base pay first. Then, any employee whose pay rate is below the new salary grade minimum will have his/her base pay raised to the new minimum of the grade.

205.05 Reorganizations

Reorganization occurs when a department makes changes to the duties of one or more positions or classifications at the same time.

- Proposed changes that alter job titles, salary grades, minimum qualifications, and/or essential job duties are reclassifications (see 205.06
Reclassifications).
- Proposed changes that alter reporting relationships without affecting job titles, salary grades, minimum qualifications, or essential job duties are not reclassifications.

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Department directors must provide organization charts to HR (Compensation), showing the work unit both as it currently exists and as it will be after reorganization.

205.06 Reclassifications

Reclassification occurs when an existing job title moves from one salary grade to another. This may happen because of substantial changes in duties, required knowledge level, effect on City operations, accountability, and/or other relevant factors.

Timing

Departments may only submit reclassification requests during the annual budget process.

Reasons

Examples of eligible reasons for reclassification include, but are not limited to:

- Duties of an existing position being combined with a vacant position of another classification;
- Significant increase in responsibility due to additional programs, facilities, or requirements being assigned that are not part of the job duties currently performed and/or stated in the existing job description; or
- Other reasons of business necessity.

Examples of reasons that are not eligible for reclassification include, but are not limited to:

- Changes in local, state, or federal law that require title changes in certifications, but do not change certification levels or otherwise substantially change the qualifications for the position.
- Increases in volume of work load;
- Rewarding personal achievements of employees not required by their jobs (i.e., obtaining degrees, certificates, skills, etc. above those required by the job);
- Rewarding performance;
- Rewarding length of service;
- Attempting to increase range maximums for employees because their salaries are at or near their current range maximums;
- Creating jobs to accommodate or reward specific skill sets, personal preferences, or individual interests of employees that are not required by their jobs;
- Requesting higher grade assignments for vacant positions without accompanying changes in assigned job duties;

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- Requesting higher grade assignments to placate dissatisfied employees without valid job-related reasons;
- Requesting review repetitively without accompanying changes in assigned job duties.

Responsibilities

Department Directors:

- Submit reclassification requests annually during the budget process;
- Evaluate requested reclassifications in their departments to determine whether they fall within policy guidelines (see **Reasons** above) prior to forwarding to HR;
- Provide HR with documentation of the reason(s) for the reclassification;
- Ensure that all other documentation required for review is provided and is complete; and
- Ensure that employees who are the subject of reclassification requests are available for consultation and desk audits.

HR (Compensation):

- Properly evaluate and classify position(s) according to standard compensation procedures and City Titling Guidelines (see Appendix A);
- Ensure the consistency and integrity of the City's classification structure;
- Initiate studies of individual positions, series of positions, career ladders, classes, occupational groupings, and/or organization units as required;
- Review positions related to those reclassified (if job responsibilities have transferred from them) to determine if the current grade placement is still appropriate due to changes in assigned job duties.

HR will process eligible reclassifications in the order received.

New Classifications

A new classification may be established when a position is created that does not fit into any existing job title. A new job title is not necessarily a promotion or demotion. Department director approval is required for a job title change.

To propose a classification that does not currently exist in the City's classification structure, the department must work with HR (Compensation) to:

- Create a Job Description and Job Task Analysis; and
- Determine appropriate salary grade and funding level.

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After final approval, HR will activate the new position.

To maintain the integrity of the classification system, official job titles must be created per the City's Titling Guidelines (see Appendix A). Employees may use working titles as approved by their department directors, except that working titles may not be the same as official titles of other classifications. Only the Police Department and Animal Services may use the term "Officer" in job titles.

Changes to Base Pay

Affected employees do not receive pay rate increases if their pay rate as of the effective date of the reclassification is within the new salary grade of the reclassified position.

As of the effective date of the reclassification, any affected employee whose pay rate is below the salary grade minimum of the reclassified position will have his/her base pay raised to the minimum of the new grade.

205.A Job Titling Guidelines

Title	Managerial Responsibility	Complexity	Impact of Decisions	Budgetary/Financial Responsibility
Director	<ul style="list-style-type: none"> • Oversees the activities of a significant portion of the organization • Directs managerial and professional staff 	<ul style="list-style-type: none"> • Provides senior level direction and guidance over complex and varied work • Responsible for strategic planning/direction of the organization • Responsible for establishing organization goals and objectives 	<ul style="list-style-type: none"> • Provides policy recommendations to the City Manager and possibly Council for area of responsibility • Provides vision and values • Decisions impact the entire organization 	<ul style="list-style-type: none"> • Develops and is accountable for budget planning of organization and of area • May develop and implement new ways to improve organization financials
Manager	<ul style="list-style-type: none"> • Manages division(s) or manages a function • Manages professional and/or nonexempt employees • Has full HR responsibility for direct and indirect reports • Helps managed employees focus on departmental goals 	<ul style="list-style-type: none"> • Works on problems of diverse scope • Exercises judgment within generally defined practices and policies • Work is reviewed by senior management and is measured based on meeting objectives and schedules 	<ul style="list-style-type: none"> • Decisions impact division(s) or function • Provides policy input to Director for department/function 	<ul style="list-style-type: none"> • Develops and is accountable for budget for division(s) • May consult with Director on broader fiscal matters
Superintendent Title Specific To: ⇒ Parks & Recreation ⇒ Public Works	<ul style="list-style-type: none"> • Supervises a section of a department through supervisors • Supervises employees who generally perform the same work or similar work/tasks • Provides input on HR decisions for direct reports (hiring, firing, performance evaluations) 	<ul style="list-style-type: none"> • Works on problems of limited/similar scope • Follows established procedures and practices • Monitors daily operations of area supervised 	<ul style="list-style-type: none"> • Decisions impact area supervised, may have some departmental impact 	<ul style="list-style-type: none"> • Participates in and provides input to the area's budget • Works within financial objectives set by management
Supervisor	<ul style="list-style-type: none"> • Supervisor over a section of a department • Supervises employees who generally perform the same work or similar work/tasks • Provides input on HR decisions for direct reports (hiring, firing, performance evaluations) 	<ul style="list-style-type: none"> • Works on problems of limited/similar scope • Follows established procedures and practices • Monitors daily operations of area supervised 	<ul style="list-style-type: none"> • Decisions impact area supervised, may have some departmental impact 	<ul style="list-style-type: none"> • Participates in and provides input to the area's budget • Works within financial objectives set by management

205.A: Job Titling Guidelines

Job Series Level Definitions¹

(Note: Each level is cumulative, so each level assumes lower level requirements have been met.)

Level	Job Level	Responsibilities
III	Senior or Crew Leader	<ul style="list-style-type: none"> • Works under indirect supervision, conferring with supervisor only on unusual matters • May provide input to supervisor on HR issues • May provide guidance and work leadership for daily activities • Possesses and applies a broad knowledge of field of specialization • Duties are varied with more complex/difficult responsibilities and involves troubleshooting or resolving problems • Exercises judgment within broadly defined practices and policies
II	Intermediate	<ul style="list-style-type: none"> • May provide guidance to lower level employees • Works under indirect supervision • Receives general instructions on routine work and detailed instructions on new assignments • Specific projects and tasks are assigned and they are checked for completion • Knows and uses well the fundamental concepts of a particular field of specialization • Duties may be somewhat difficult and involve a variety of tasks and responsibilities • May have some decision-making responsibility • Exercises judgment within well-defined procedures and practices
I	Entry	<ul style="list-style-type: none"> • No supervisory responsibility • Works under immediate or close supervision • Standard instructions, written manuals and/or documents are used for guidance • Decisions and actions are regularly reviewed • Knows fundamentals of position • Uses established procedures to perform assigned routine/basic tasks • Work is generally more repetitive and of a specialized nature • May be in a progressive learning mode

¹ Some job series may have an uncertified/unlicensed “trainee” level.

205.A: Job Titling Guidelines

Job Series Level Definitions²

The following table is appropriate for job series with two job levels below supervisory and management.

(Note: Each level is cumulative, so each level assumes lower level requirements have been met.)

Level	Job Level	Responsibilities
II	Senior	<ul style="list-style-type: none"> • Works under indirect supervision, conferring with supervisor only on unusual matters • May provide input to supervisor on HR issues • May provide guidance and work leadership for daily activities • Possesses and applies a broad knowledge of field of specialization • Duties are varied with more complex/difficult responsibilities and involves troubleshooting or resolving problems • Exercises judgment within broadly defined practices and policies
I	Entry	<ul style="list-style-type: none"> • No supervisory responsibility • Works under immediate or close supervision • Standard instructions, written manuals and/or documents are used for guidance • Decisions and actions are regularly reviewed • Knows and uses well the fundamental concepts of a particular field of specialization • Duties may be somewhat difficult and involve a variety of tasks and responsibilities • May have some decision-making responsibility • Exercises judgment within well-defined procedures and practices • May be in a progressive learning mode

² Some job series may have an uncertified/unlicensed “trainee” level.

205.A: Job Titling Guidelines

General Definitions

Function	Responsibilities
Technician	<ul style="list-style-type: none"> • Specialized knowledge, generally of a particular area or equipment • Typically requires specific training or background • Individual contributor role • Work involves limited responsibility
Specialist	<ul style="list-style-type: none"> • Requires thorough understanding of policy/practice in a specific area • Able to provide a variety of alternatives in the resolution of complex or diverse problems • Acts as a resource in the implementation of solutions • Individual contributor role
Analyst	<ul style="list-style-type: none"> • Requires a firm understanding of specific area of technical expertise • Assimilates and analyzes detailed information and produces results • Able to provide support information for complex problem resolution • Acts as a resource in providing information to others and the implementation of solutions • Individual contributor role
Coordinator	<ul style="list-style-type: none"> • Under general supervision coordinates day-to-day operations of a specific program or function • Coordinates flow of information between areas of the function • Decisions and actions are reviewed • Requires solid working knowledge of process or function • Supplies written and/or verbal information regarding process or function • Responds to internal customer inquiries
Assistant	<ul style="list-style-type: none"> • Under general supervision, provides support to a functional area • Requires basic knowledge of functional area • Work is generally varied, but usually involves limited responsibility
Representative	<ul style="list-style-type: none"> • Provides external customer service • Answers routine questions and/or resolves routine complaints • Requires solid working knowledge of process or function • Refers more complex or difficult issues to next level
Clerk	<ul style="list-style-type: none"> • Performs routine but varied clerical duties in accordance with standard procedures • Answers routine questions and refers more complex issues to higher levels • Works under direct supervision

205.A: Job Titling Guidelines

Administrative Level Definitions

(Note: Each level is cumulative, so each level assumes lower level requirements have been met.)

Function	Responsibilities
Administrative Assistant, Exec	<ul style="list-style-type: none"> • Provides administrative support to the City Manager, Mayor, or City Council • Exercises highly discretionary judgment in performing work • Duties are varied and include the most complex responsibilities: composing and editing work, and conducting special projects • Typically exercises initiative and decision-making and has a thorough knowledge of the departments • May assist with the input in review of others and/or provide training and guidance to others • May supervise nonexempt support staff (supervision is not the primary work responsibility) • May provide input on HR decisions for direct reports (hiring, firing, performance evaluations)
Administrative Coordinator	<ul style="list-style-type: none"> • Provides administrative support to a Director • Exercises discretionary judgment in performing work • Duties are varied and include complex responsibilities: preparing reports, maintaining and providing inputs into budgets, and researching special projects (to include representing the City) • Typically exercises initiative and decision-making and has a thorough knowledge of the department's policies and procedures • May coordinate development of departmental budget • May maintain department personnel records
Administrative Support Supervisor	<ul style="list-style-type: none"> • Supervisor over nonexempt support employees (supervision is the primary work responsibility) • Provides input on HR decisions for direct reports (hiring, firing, performance evaluations) • Works under limited supervision • Typically exercises initiative and decision-making • Duties are varied and include complex responsibilities
Administrative Assistant, Sr.	<ul style="list-style-type: none"> • Works under limited supervision • Duties are varied and include more complex responsibilities • Typically exercises initiative and decision-making • Work duties may be highly project oriented • May assist with the input in review of others and/or provide training and guidance to others
Administrative Assistant	<ul style="list-style-type: none"> • Works under general supervision • Duties are typically routine, but may include some variation and difficult tasks • May require initiative and decision-making • Typically provides clerical support to a small department or for a function within a department