



HUMAN RESOURCES

<i>Division:</i>	ADMINISTRATION
<i>Chapter:</i>	HUMAN RESOURCES
<i>Policy:</i>	HR 4.2 - IN-RANGE SALARY ADJUSTMENTS
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POLICY

It is the policy of the Department of Public Safety (DPS) to administer an In-Range Salary Adjustment Program consistent with applicable laws, policies and procedures. This policy allows flexibility in the management of employee compensation practices in response to job change not recognized through an official reclassification, the need for recruitment and retention and to address significant salary equity issues. Further, it is the practice of DPS to ensure fair and equitable implementation of all salary adjustments resulting from this policy, and to ensure this policy conforms to the provision of the state and federal equal opportunity guidelines for all employees in the Department.

An in-range salary adjustment is defined as a change in an employee's salary within his/her current salary range. Salary increases may be awarded in the following categories:

- A. Job change- recognizing added responsibilities
- B. Labor Market - responding to labor market conditions
- C. Equity - establishing equitable salary relationships among employees performing the same type and level of work

Roles

- A. The Executive Management Team is responsible for establishing priorities for in-range salary adjustments annually. In making these decisions, the Executive Management Team must consider the Department's mission, legislative and other legal requirements, the difficulty and cost of recruiting, hiring, and training employees for vacant positions, and other related factors. The Executive Management Team, with input from all levels of management, will examine the available funds and balance this against the Department's other competing salary needs.
- B. The Classification and Compensation Manager shall serve as the In-Range Salary Adjustment Program Administrator. This position will review and monitor the administration of the plan, provide technical assistance to management, oversee employee training and communications and be responsible for all reporting requirements to the Office of State Personnel (OSP). The Program Administrator will conduct reviews of the demographic distribution of salary adjustments including age, race, sex, disability, and percent of increase and job classes affected as required by the OSP. Information, trends and recommendations will be shared with the Executive Management Team and others designated by this team.

- C. The Classification and Compensation Section in the Central Human Resources Office will work with the Executive Management Team to develop in-range salary adjustment plans and salary reserve priorities. The Classification and Compensation Section will ensure fairness, provide interpretation and consultation on salary administration policies to management, educate employees on salary administration policies, maintain all required program documentation and records, and complete any reports required by OSP.

Eligibility Requirements

- A. The in-range salary adjustment program only applies to permanent full-time, part-time and time-limited employees. Probationary, trainee, and temporary employees are ineligible for an in-range salary adjustment.
- B. Employees must attain a good or better rating on their most recent performance and have no active disciplinary action.

Salary Administration

- A. In-range increases are effective the first day of the month in which the request is approved and on a current basis.
- B. In-range salary adjustments may not be delayed pending the availability of funding. They must be fully funded and awarded at the time of implementation.
- C. Each request shall include a recommended increase ranging from one to ten percent (1-10%). In no circumstances may the request exceed a maximum of ten (10%) percent within any twelve (12) month period.
- D. No employee shall receive an in-range salary adjustment that will result in the employee's salary being above the maximum of the current salary grade.
- E. No salary increase shall create significant salary inequities with other employees.
- F. No employee shall receive an in-range salary adjustment for the addition of duties that are recognized in another position.
- G. Duties and responsibilities which have been previously recognized as a basis for salary adjustments through position reclassification, acting promotion, or other salary administration policies will not be considered for adjustments under this policy.

- H. If an employee is demoted to a lower salary grade or promoted to a higher salary grade within twelve (12) months of receiving an in-range salary adjustment, the standard salary administration policies associated with reallocation, promotion, reassignment and demotion shall apply. Please reference the OSP policy manual for details.
- I. Increases are not available under this policy when an employee transfers laterally from one position to another, either within DPS or from another State agency.

Steps in the Request Process for Managers

Management shall ensure funding is available to support the requested salary increase.

Authorized requests from each division shall be forwarded to the Classification and Compensation Section in the Central Human Resources Office. The request shall include:

- A. A cover memorandum with a brief description of the situation, including history and any particular problems prompting the request.
- B. The applicable form as identified in the administrative guidelines with all relevant sections completed. The form must be signed and approved by the reviewing and/or approving authority.
 - 1. In-Range Salary Adjustment Request for Job Change
 - 2. In-Range Salary Adjustment Request for Labor Market
 - 3. In-Range Salary Adjustment Request for Equity

Administrative Guidelines for each of the above requests are detailed in a separate section.

Training and Communication

The In-Range Salary Adjustment Program Administrator will ensure this policy is posted on the DPS's Human Resources website which serves as a central resource to answer any questions concerning the policy.

The In-Range Salary Adjustment Program Administrator will also ensure this policy is included in the Department's Human Resources Policy and Procedures Manual.

The Classification & Compensation staff will train and work closely with the operating units to answer their and their employees' questions about the policy, forms and procedures.

Monitoring and Reporting

As these actions are processed in the BEACON system, documentation shall include a statement specifying the type of In-Range Salary Adjustment awarded and timeframe for temporary increases.

The program will be reviewed annually to determine adverse impact on any demographic group, job class or salary grade. Other factors to be monitored and reviewed include: the distribution of salary increases by job class and salary grade, and the fiscal impact of the program.

Dispute/Appeal Process

All salary adjustments made as a result of this program may not be grieved or appealed, unless illegal discrimination has been alleged based on the employee's age, sex, race, religion, color, creed, national origin, genetic information, political affiliation or disability. In this case, the employee may file a complaint or grievance through the Office of Administrative Hearings (OAH) or file directly with the Equal Employment Opportunity Commission (EEOC). Grievances based on genetic information cannot be appealed through OAH, but may be filed directly to the (EEOC).

Administrative Guidelines

The following guidelines should be used to evaluate requests for in-range salary adjustments before submitting them to the next level of review. The guidelines are separated by the type of request: job change, labor market or equity. Funding must be approved before a request is submitted to the Classification and Compensation Section in the Central Human Resources Office.

A. Guidelines for Evaluating Job Change

An in-range salary adjustment may be considered for positions that have assumed significant new duties and responsibilities or that have expanded the scope and complexity of the job (not added volume). Job change previously recognized through reclassification or a previous salary adjustment cannot be recognized again through an in-range salary adjustment.

Job change may be at a higher level, but not substantial enough to justify a higher salary grade through reclassification or a salary range revision; or, it may be at approximately the same level, but the changes significantly increase the complexity, variety and scope of duties and/or accountability of the employee.

The new duties and responsibilities shall be documented with a revised position description and organizational chart that describes and emphasizes the new responsibilities. The cover letter and In Range Salary Adjustment Request for Job Change shall also indicate where the new duties and responsibilities came from and whether they are permanent or temporary.

If other positions are experiencing similar added duties and responsibilities and it is determined that they are above and beyond normal job growth, then this will be a class study and will not be eligible for an individual in-range salary adjustment. In these cases, management is to document which positions are affected and submit the position descriptions and documentation to request that a study be conducted on that particular class of positions to the Central Classification & Compensation Section.

In compensating employees for changes in duties and responsibilities, the amount of the in-range salary adjustment should be consistent with the magnitude of the job change and the employee's qualifications.

Requests for temporary increases must indicate a starting and estimated ending date for the additional duties. For temporary changes, the employee will receive the in-range salary adjustment only for the duration of the added changes and responsibilities. The employee's salary shall be reduced to the previous level based on the ending date indicated unless an extension is requested and approved. The division/section Human Resources Office and the Central Human Resources Office are both accountable for ensuring the temporary action is tracked to terminate the salary increase in BEACON.

B. Guidelines for Evaluating Labor Market

An in-range salary adjustment may be granted to increase employees' salaries in order to reduce turnover due to market or other conditions that may affect retention. Unusually high turnover, chronic difficulty in recruitment and insufficient qualified applicant pools are indicators of labor market concerns. Conditions to be met are:

1. The duties of the position are key to the accomplishment of the DPS's mission. Management has documentation to verify that the knowledge, skills and abilities required of an incumbent are clearly identified as being difficult to recruit or considered scarce in an appropriate labor market.
2. The occupational group is acknowledged by the Office of State Personnel as having a critical labor market shortage.
3. The use of established personnel policies/actions are not feasible alternatives to a special salary adjustment (promotion, position reclassification, salary range revision, and performance increase).

4. Other management alternatives such as organizational changes, redefining roles/positions, or changing staffing patterns are not feasible.
5. Specialized supporting documentation may include recruitment and retention history for positions in this class. Other data can include related salary surveys and any other market data. Attach this supporting documentation to the request.

If the salary range is competitive but the market average salary paid is greater than the DPS employees', an in-range salary adjustment up to the actual difference or ten percent (10%) (whichever is less) is in order. Factors to consider are:

1. Evaluate the recruitment and retention history for this position(s) to determine if documentation exists to support difficulty in attracting and retaining qualified applicants.
2. The employee's salary history - employees cannot receive more than a ten percent (10%) in-range salary adjustment in a twelve (12) month period (calculated from the original salary).
3. Equity with other employees performing similar work.
4. Determine if a Special Minimum Rate has been authorized for the classification and if it has been implemented in DPS.

To proceed with this request, a cover letter and In Range Salary Adjustment Request for Labor Market should be submitted through the approval process.

Note: Retention salary increases can be granted to key employees considering other employment from a non-state employer. The existing Special Salary Adjustment-Retention Policy is not limited to ten (10%) percent, but does require a written confirmation of job offer. Retention Adjustments must be approved by the State Personnel Director. Documentation must include all seven factors outlined in the policy. Please reference OSP's Retention Policy for more information.

C. Guidelines for Evaluating Equity

An in-range equity salary adjustment is used to address salaries of employees (within a relevant work unit) performing the same type and level of work where those salaries are out of line when related work experience in the private or public sectors, education, skill, performance levels, and length of service are considered. This can be used to balance salaries of employees with essentially the same background and performance level, or to provide a salary difference for employees with stronger backgrounds and performance levels than other employees at approximately the same salary.

A salary inequity is defined as a situation where the salaries of employees in positions of the same classification differ by ten (10%) percent or greater when considering related work experience in the private or public sectors, education, skill, performance levels, and length of service.

A relevant work unit is one in which the employees share closely related job duties in comparison labor markets or where the physical proximity of the positions is close enough that management is concerned about their salaries being in appropriate relationship to each other.

Typically, consideration is restricted to the salaries of employees in the same class; however, exceptions may be granted when there is a salary relationship among employees at different levels in a class series, employees in closely related classes, or employees in an employee/ supervisor relationship.

When evaluating requests based on internal equity considerations, use the following guidelines:

1. To have adequate comparisons, a relevant work unit should have multiple employees in the same job class or in different classes but performing similar or directly related work. A relevant work unit in DPS will normally be a work unit in a single location such as a correctional center, youth development center or community correction judicial district. The relevant work unit may be expanded for positions that are only represented at a single location by one position, but which may be common to a number of other locations. Depending upon the relative closeness or similarity of these positions or markets, the relevant work unit could be a district, region, division, or the entire Department.
2. Once a logical and equitable relevant work unit is defined for a particular class of jobs, the work unit must remain constant for all subsequent requests regarding that class of positions. Review past requests to ensure that the particular class or type of job has not been previously submitted. If it has, then determine the relevant work unit defined in the request and evaluate whether any of the conditions have changed.
3. Complete the evaluation and analysis of each request using the In-Range Salary Adjustment Request for Equity. All relevant sections shall be completed with the form signed and approved by the reviewing and/or approving authorities. The Qualifications and Equity Analysis Worksheet shall also be completed and analyzed comparing all similar or related positions/employees by the following factors:
 - a) Related work experience
 - b) Related education
 - c) Related skills
 - d) Performance level

e) Length of service

These factors are ranked in priority order but are not weighted. Normally the top three factors will receive much greater consideration than the last two. This should be considered when comparing employees, as in most situations there will be a mix of qualifications, with the requested employee having greater qualifications in some factors and less in others. Individuals being considered for an in-range salary adjustment may be compared to another employee considering total qualifications above the minimum.

4. Equity requests shall be evaluated as follows:

The Education and Work History Credit Worksheet must be used to determine the amount of education and experience above the minimum for each employee in the relevant work unit for the positions being compared.

Please consult with the Classification and Compensation Section when conducting an evaluation of employees in largely populated classifications, e.g., correctional officer, juvenile court counselor, troopers, probation/parole officer, etc.

5. The amount of the in-range salary adjustment requested may be up to ten percent (10%) and be based on:

- a) The extent of the inequity
- b) Maintaining equity within ten percent (10%) of other employees within the same relevant work unit and classification.
- c) Available funds.
- d) Not creating or worsening any existing equity relationship.

In establishing equitable salary relationships, priority shall be given to inequities with the largest differentials between salary or related education and experience. For individual equity comparisons, there must be at least a ten percent (10%) differential between the salaries of employees with essentially the same background and performance level. This analysis can be used to establish an equitable relationship for an individual or for a number of employees in a job class. In summary, the three (3) types of internal inequities include:

- a) Situations where salaries of similarly classified employees with similar education and experience vary by more than ten percent (10%).
- b) Situations where employees have approximately equal salaries but whose salaries should differ by more than ten percent (10%) when the equity factors are considered, and
- c) Situations where employees are more than ten percent (10%) below their appropriate salary based on consideration of all the equity factors in relation to other employees.