

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Compensation
Section 309 – Salary and Position Classification Plan

1. General Information

- a. The Partnership for Children of Cumberland County (PFC) Salary and Position Classification Plan (the Plan) was developed and implemented to determine the relative value of one job to another within the Partnership (internal equity) as well as establishing external “market” equity with other comparable jobs in the recruiting area outside the Partnership. The Plan includes both pay grades and ranges for all positions in the Partnership.
- b. The Plan was developed utilizing the National Position Evaluation Plan as a basis. The factors and criteria upon which each position is evaluated are more descriptive of the positions found in professional organizations and provide a more valid analysis in determining the differences between positions in terms of their relative requirements. Each position is evaluated in terms of its minimum requirements to determine the degree of skill, effort, responsibility, and working conditions in relation to other positions within the organization. The positions are evaluated without considering the qualifications of the incumbents or their rates of pay. Positions are also evaluated without regard to race, religion, gender, national origin, age, disability, or any other characteristic protected by law.

In interviews with the management of the Partnership, and in accordance with the criteria established by the plan, each position has been evaluated based on eleven separate requirement factors:

- TRAINING
 - Knowledge
 - Experience
- INITIATIVE
 - Complexity of duties
 - Supervision received
- RESPONSIBILITY
 - Impact of errors
 - Contacts with others (internal and external)
 - Confidential data
- JOB CONDITIONS
 - Mental attention/visual demands
 - Working conditions
- SUPERVISION
 - Character of supervision
 - Scope of supervision

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Positions that do not supervise other employees were not evaluated using the “Supervision” factors.

Each factor being evaluated has up to six degrees with a weighted point factor assigned to each. Points are accumulated for each position and the total number of points for each position determines the level to which the position is assigned.

There are a total of nineteen (19) pay levels in the plan. Each position at the Partnership is assigned to one of the pay levels. The pay differential between each level is ten percent (10%).

- c. Where specified by the funder, salaries and benefits paid from funding sources will be within applicable funder guidelines. (e.g. Smart Start Salary Schedule Implementation Guidelines established by the North Carolina Partnership for Children).

2. Policies

a. Determination of New Position Level

- 1) The pay grade of a new position in the PFC Salary Plan will be determined by using the same criteria for evaluation of all positions as determined by the National Position Evaluation Plan as found elsewhere in the Salary Plan.
- 2) *In the event the key job duties and responsibilities of an existing position are significantly changed, the Department Head will make a recommendation to the President regarding whether or not it is, in fact, a new position or if it is an existing position that has had a significant change in duties. The President will determine whether the position being considered is a new position or an existing “changed” position. Once this determination has been made, the position will be evaluated and leveled in accordance with the appropriate section of this plan.*

b. Placement within a Level: New Hires

- 1) All staff positions should have a position description and be assigned to a pay level. The new employee’s department head and the Chief Operating Officer will then determine an “experience quotient” for the employee using the following weighted values:

Years of experience external to PFC but in the same field
in an equivalent position: 75%

Years of experience at PFC in a lower level or years of
experience external to PFC in the same field of

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employment for which the candidate is being hired: 50%

Other work experience external to PFC: 15%

- 2) Experience is “capped” at 25 years. The highest valued experience is counted first. Part-time is equated to full time, i.e. two (2) years at twenty hours per week equals one (1) year of full time.
 - 3) The estimated starting pay of a newly hired employee (or internal new hires) of PFC will be determined by completing the *Salary Computation Worksheet*. Once the computation has been made and the hiring rate of pay has been determined, the maximum salary offer shall be the computed salary as determined by the *Salary Computation Worksheet* and approved by the President.
 - 4) In the event there is a shortage of qualified candidates available for the position or it is determined to be in the best interest of the PFC to employ an individual with a particular set of skills relevant to the position, a “Demand Factor” may be applied regardless of whether the salary computation is below or above the midpoint. Any requests for a demand factor must be approved by the President.
- c. Placement Within a Level: Reassignment to a Position in a Higher Level
- 1) Employees may be selected for a position in a higher level than their current assignment. When this occurs, the employee’s salary in the new position will be the greater of:
 - i. the new rate of pay will be at the same percent within the new range as the employee’s previous rate of pay is in the previous range not to exceed the maximum of the new level to which the employee is assigned or,
 - ii. the salary as computed on the *Salary Computation Worksheet*.
- d. Placement Within a Level: Reassignment to a Position in a Lower Level.
- 1) If an employee is assigned to a position in a lower level, the new rate of pay will be determined as follows:
 - i. If the assignment to the lower level is requested/required by PFC, the employee will remain at their current rate of pay not to exceed the maximum of the new level to which the employee is assigned.
 - ii. If the assignment to the lower level is the result of a request from the employee, the new rate of pay will be at the same percent within the new range as the employee’s previous rate of pay is in the previous

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range or the employee's salary as computed on the *Salary Computation Worksheet*, whichever is greater.

- e. Placement Within a Level: Reassignment to a Position in a Lateral Level.
 - 1) If an employee is assigned to a position in a lateral level, the current rate of pay will stay the same. (See Section 302 for anniversary and evaluation dates).
- f. If funding is terminated for a specific position or a position is eliminated and the employee chooses to apply for an open position the salary calculation will be completed as follows:
 - 1) Placement Within a Level: Selected to a Position in a Higher Level
 - i. Employees may be selected for a position in a higher level than their previous assignment. When this occurs, the employee's salary in the new position will be the greater of:
 - 1. the new rate of pay will be at the same percent within the new range as the employee's previous rate of pay is in the previous range not to exceed the maximum of the new level to which the employee is assigned or,
 - 2. the salary as computed on the *Salary Computation Worksheet*.
 - 2) Placement Within a Level: Selected to a Position in a Lower Level
 - i. Employees may be selected for a position in a lower level than their previous assignment. When this occurs, the employee's salary in the new position will be the greater of:
 - 1. the new rate of pay will be at the same percent within the new range as the employee's previous rate of pay is in the previous range not to exceed the maximum of the new level to which the employee is assigned. or,
 - 2. the salary as computed on the *Salary Computation Worksheet*.
 - 3) Placement Within a Level: Selected to a Position in a Lateral Level.
 - i. If an employee is assigned to a position in a lateral level, the current rate of pay will stay the same. (See Section 302 for anniversary and evaluation dates).
- g. Temporary Assignment to a Position in a Higher Pay Level
 - 1) Occasionally, employees may be asked to temporarily assume some or all of the duties of a vacant position in a higher level than their regular job. When this occurs, the employee will continue to receive their current rate of pay.

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The temporary assignment will be a strong consideration during the employee's annual performance review and may result in an "Exceeds" standard.

- h. Determination of Existing Position Request for Re-evaluation (Re-leveling)
 - 1) If a position has incurred significant change in the duties/responsibilities, a *Request for Position Re-evaluation (re-leveling)* must be completed and submitted to the President. The President will either approve or disapprove the request. Requests for re-evaluation (re-leveling) will normally be considered once each year and must be submitted to the President not later than November 1.
 - 2) Requests for re-evaluation (re-leveling) need not always result in an assignment to a new pay level. If the re-evaluation results in the position being placed in a lower level, the employee's pay will not be reduced but will remain at the same rate as before the re-evaluation (re-leveling). If the re-evaluation (re-leveling) results in the position being placed in a higher level than previously assigned, a request will be considered for the new rate of pay to remain at the same percent within the new range as the employee's previous rate of pay is in the previous range.
- i. Conversion of Salary to Hourly Rate of Pay
 - 1) A "salary" that is expressed in terms of an annual salary may be converted to an hourly rate of pay by taking the annual salary and dividing that amount by 2080 hours.
- j. Periodic Review of Pay Levels
 - 1) In an effort to maintain the integrity of the PFC Pay Plan and to ensure that the pay ranges in each level remain competitive with the "market", PFC will periodically undertake a review of its pay levels. As a general rule, this study will take place at least every three years and the Partnership reserves the right to utilize an independent consultant to conduct the study. All adjustments to pay level ranges must be approved by the Board of Directors.
- k. Wage Compression Plan Adjustments
 - 1) Wage Compression is defined as pay inequities that arise when new employees demand and receive wages higher than those being paid to current employees. To minimize the effects of wage compression, an outside consultant will be utilized to review inflation indicators in January of each year. The review and the impact on salary costs and budgets will be forwarded to Human Resource Committee, Finance Committee and the Board of Directors. Any salary increases will be subject to the availability of funds, the approval of the Board and effective on July 1st of each fiscal year.

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A sample of the inflation indicators utilized are listed below:

	<u>2006</u> (for 2007)	<u>2007</u> (for 2008)		
Consumer Price Index (CPI)	2.5	2.7		
SS Cost of Living Adjustment (COLA)	3.3	3.3		
Capital Associated Industries Survey	3.1	3.2		
NC Dept of State Personnel	<u>5.5</u>	<u>4.0</u>		
Average:	3.6	+	3.3	= 6.9

Policy:

Created/Approved – December 2009; Effective – January 2010

Revised – September 2014; Effective – September 2014 (Added 2E)

Revised- January 2015; Effective January 2015 (Added 2F)

Revised- October 2016; Effective August 2016 (Added 2F- position eliminated)