

COCHISE COUNTY COMPENSATION POLICY

Purpose:

In order to achieve our mission of providing regional leadership and effective, high-quality services with personal and professional integrity, we must attract, retain and reward a talented workforce. Cochise County's goal is to provide total compensation that is competitive within the relevant labor markets in which we compete to attract skilled and competent employees.

The County will recognize skills, experience and performance of staff and seek to retain and develop employees by providing opportunities for learning, growth and career development.

This policy establishes guidelines for classifying positions and setting and adjusting employee pay rates.

Scope:

This policy applies to all County employees. Administration of this policy is the responsibility of all hiring authorities, including elected officials, their designees and appointed directors. This policy does not establish compensation guidelines for Elected Officials, contractors, contract employees or volunteers. This policy does not constitute a contract of employment or a guarantee of the benefits or policies stated in it. The County may unilaterally revoke or revise this policy, without prior notice, at any time for any reason.

Definitions:

- Market Value- compensation that is competitive within the relevant labor markets in which we compete to attract skilled and competent employees. A position's market value is based upon a range of 20% below to 20% above the identified median income of fully qualified, highly proficient workers in the identified market area.
- Targeted Hiring Range – this is the range of pay within the Pay Band that captures the current market value of the classification. Budgeted salary and internal equity are also considerations when determining individual employee pay.

Statement of Policy:

- A. All positions shall be classified by Human Resources in one of six salary bands according to competitive median-market value, job skills, and career track.
 - a. Each position will be assigned to a Pay Band based on market value.

- b. The relevant labor market will be reviewed annually and market data will be published/provided for departments to use in salary/budgeting decisions.
- c. The County will target pay for fully skilled, experienced and qualified employees at median market value of the applicable recruitment market (as illustrated below) while considering the availability, dependability, consistency and quality of relevant market data.

Job Grouping	Recruitment Area
Clerical/Support Services	Local (within Cochise County)
Labor/Trades	Local (within Cochise County)
Paraprofessionals	Local/Regional (SE AZ)
Professionals	Regional (SE AZ/AZ)
Supervisory/Management	Local or Regional, based on work assignments
Mid-Management	Regional (AZ/Southwest)/National
Top Management	National

- d. If no relevant market data is available, slotting will occur based on a whole job evaluation method.
 - e. Salary/market data for classifications is in no way binding. The County reserves the right to adjust pay bands and classification placement in pay bands as necessary.
- B. All employees shall be compensated within the salary band under which their job classification is assigned.
 - C. Compensation adjustments cannot exceed the total annual salary budget of the department.
 - D. No employee's salary shall ever exceed the established market median by more than 20%.
 - E. ~~Excepting promotion, no employee's salary shall increase by more than 10% in a rolling twelve-month period.~~ No employee's salary shall be increased by more than 5% in a rolling twelve-month period if the employee is at or above the identified market median salary. Exceptions to this include compensation adjustments that occur as a result of employee promotion or reclassification.
 - F. The Department Director/Elected Official is responsible for determining the appropriate salary for each employee. All salary decisions must:
 - a. be in accordance with the policies set forth above;
 - b. be consistent with equal opportunity principles and/or applicable laws;
 - c. be based upon an employee's skills, education, experience and performance of assigned duties;
 - d. take into consideration the established market value of the position and the

- salaries of other county employees in the same job classification;
 - e. be documented in writing, which indicates the specific rationale for the salary;
 - f. be submitted to Finance and Human Resources for final review and processing prior to advising the employee of the effective date.
- G. The Finance Director and Human Resources Director shall establish procedures to ensure all salary adjustments are:
- a. processed in a timely manner if determined to be in accordance with these policies.
 - b. promptly returned to departments for reconsideration and correction if determined to be inconsistent with these policies.

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