

Williamson County Compensation Policy

Employee Value Proposition

As a public service organization, Williamson County strives to provide the best public sector environment for our employees. Our daily focus is based upon our Mission Statement, “*Williamson County Government exists to provide public services with honesty, integrity and dynamic leadership for the citizens of Williamson County*”.

As a service organization, everything we do is for the benefit of people--our tax-payers, employees and community. We demonstrate this through our history of conservative, fiscal responsibility and we value our employees and their contributions to public safety and health. We offer competitive base pay, training to allow employees to meet the changing requirements of their jobs as well as promotional and career development opportunities.

Under this policy, we provide a compensation plan and process that is consistent, predictable and yet flexible enough to allow each Elected Official, Appointed Official and Senior Director to reward employees based upon job performance and to dynamically lead their employees in accordance with our Mission Statement.

Classification and Compensation Plan

Purpose

Provide value to meet the demands of the County taxpayer while formalizing an organized position control structure and uniform classification system to meet the needs of the County workforce.

Goals and Objectives

- Recruit and retain a highly qualified workforce, while providing the structure necessary to effectively manage the overall compensation program
- Administer a classification and compensation plan that is structured to be objective and non-discriminatory in theory, application and practice
- Group jobs/positions with similar duties and pay while providing a high degree of flexibility to County offices and departments
- Compare the required level of knowledge, skills and abilities of one job to another
- Compensate employees with competitive salaries that are both internally and externally equitable to governmental competitors for required talent including:

- other counties with similar demographics
 - cities within Williamson County and
 - the State of Texas
- Allows for the possibility to reward excellence in job performance
 - Provides for the development of a promotional career ladder

Salary Schedules

Williamson County has three salary schedules that cover all classified positions. Each job classification in the County's Position Classification Plan corresponds to a salary schedule and salary group that provides the minimum and maximum salary rate. These salary schedules are established by the Commissioner's Court during the annual budget process. Below are the Salary Schedules and listing of positions classified on each schedule:

Schedule A

Elected officials (*per Texas Local Government Code statute*), appointed officials (*Animal Services Director, Budget Officer, County Auditor, Elections Administrator, Juvenile Services Director, Purchasing Agent, Veterans Service Officer*) and senior directors (*Emergency Services, Human Resources, Infrastructure, Parks and Recreation, Technology Services*).

Schedule P

Peace Officer Tenure Scale positions – law enforcement and corrections positions in any county office.

Schedule B

All full-time positions not included on Schedules A or P.

Williamson County's salary schedules reflect our compensation philosophy that grade range midpoints should reflect the external market average competitive rate.

Responsibilities of the Commissioners Court

Under the authority provided by the Texas Local Government Code to set the annual budget for each County office and department, the Commissioners Court approves the salary budget by grade for each position assigned to an individual County office and department. The Commissioners Court is charged with the responsibility of ensuring that the total compensation program is structured for consistency and equity.

On an annual basis the Commissioners Court will review and approve, as appropriate, across the board (ACB) increases to individual salary schedules recommended by the Senior Director

of Human Resources. Recommendations are determined through the general job market analysis process.

As part of the annual budgeting process the Commissioners Court will review and approve, as appropriate, funds to be allocated for all components of total compensation, which would include:

- single incumbent position salaries,
- across the board pay,
- merit based performance and promotion pay allocated at the office/department level (not division level with the exception of Road and Bridge funds) for dissemination to individual employees by Elected Officials, Appointed Officials and Senior Directors pursuant to the guidelines contained in this Compensation Policy
- all other related expenses as recommended by the Senior Director of Human Resources and
- benefit plans as recommended by the Williamson County Benefits Committee.

The Commissioners Court shall set the annual salary and specific components of the total compensation package for the Elected Officials in compliance with Texas Local Government Code.

The Commissioners Court shall also set the annual salary and specific components of the total compensation package for appointed officials (*Budget Officer, Purchasing Agent and Veterans Service Officer*) and senior directors (*Emergency Services, Human Resources, Infrastructure, Parks and Recreation, Technology Services*).who are managed by the Commissioner's Court. Special provisions within the Texas Local Government Code also allow for Court discretion with regard to the County Auditor's Office annual salaries and specific components set by the District Judges.

Responsibilities of the District Judges

Under the authority provided by the Texas Local Government Code, the District Judges shall set the annual salary and specific components of the total compensation package for appointed officials (*Community Supervision and Corrections Department Director, County Auditor, Juvenile Services Director*), District Courts Court Reporters who are managed by the District Judges. The District Judges also set the annual salary and specific components of the total compensation package for the staff members in the County Auditor's office.

Responsibilities of Designated Commissions and Boards

The Commissions and Boards set forth for oversight purposes for the Animal Services Director and Elections Administrator also, within the parameters approved by the Commissioners Court,

set the annual salary and specific components of the total compensation package for those positions.

Management Accountability and Responsibility

The Senior Director of Human Resources is accountable to the Commissioners Court and is responsible for:

- recommending salary schedules and policies that encourage staffing of highly qualified, fully competent employees
- ensuring that all programs are administered within appropriate policy guidelines
- prior to approving issuance of fiscal year merit based performance and promotion pay funds, validating receipt of a certification from the Elected Official, Appointed Official or Senior Director stating that employee evaluations have been conducted for all personnel in the corresponding department within *no more* than six months prior to the beginning of the same fiscal year
- ensuring all individual jobs are market priced by conducting an internal market equity study or coordinating an external market equity study at intervals directed by the Commissioner's Court and
- ensuring that pay equity adjustments are administered in a fair and equitable *manner*.

The Budget Officer is accountable to the Commissioners Court and is responsible for:

- receiving and reviewing departmental requests for new positions to be included in the next fiscal year budget
- forwarding recommended new position request(s) to the Human Resources Department not less than 60 days prior to the release of the proposed budget to allow for timely review of market pricing and classification within the applicable salary schedule.
- notifying the requesting department of the recommended position as well as the assigned classification grade within the applicable salary schedule

Elected Officials, Appointed Officials and Senior Directors are accountable and responsible for:

- administration of their department's approved salary budget which includes responsibility for not exceeding that budget
- the individual determinations for each employee's salary, based upon an annual evaluation of job performance, achievement of job related professional licenses or job related professional certifications during the review period

- ensuring the equity of their employees' salaries, within budgeted position grades
- submitting to the Senior Director of Human Resources a certification stating employee evaluations have been conducted in accordance with Williamson County Policies
- compliance with approved new hire and promotion policies
- awarding merit and promotional increases within approved Merit & Promotion Policy Guidelines which are contained within this Compensation Policy statement
- awarding other discretionary pay within approved policy guidelines, such as Field Training Officer (FTO), Certification, Shift Differential, etc.

With respect to the Classification and Compensation Plan, they are also responsible for:

- determining Operational Assignment Titles (aka Oracle Business Card Titles) for each budgeted position
- assigning position responsibilities consistent with the market based grade/salary range budgeted for the position

County Auditor's Office is accountable to the District Judges and is responsible for:

- administering the Commissioner's Court approved budget for each department
- auditing each department's pay period financial transaction and the elected officials, appointed official's or senior director's certification, via a Kronos manager's sign-off, indicating that the payroll claim against the departmental salary budget is correct and valid
- ensuring that the elected official, appointed official or senior director is properly maintaining records regarding payroll expenditures to date and projecting total fiscal year expenditures to avoid exceeding their annual budget
- ensuring that non-standard pay is included in the individual employee's overtime regular rate of pay.

Merit Based Performance & Promotion Pay Policy Guidelines

Definitions:

- Offices – an office is under the direction of an Elected or Appointed Official
- Departments – a department is under the direction of a Senior Director

- Divisions – a subdivision of an office or department which is defined for fund accounting and/or reporting purposes. Not all offices or departments have divisions.

Across the board (ACB) increase – a percentage increase that is applied to an entire pay schedule based upon approval of the Commissioners Court as part of the annual budget. The increase takes effect on the first day of the first full pay period in the new fiscal year.

Merit Award – A job related merit award is:

- an increase in gross pay assigned to an employee
- an increase within the current pay grade assigned to an employee
- recognition of job related performance that exceeds expectations or is superior as evaluated by the employee's direct supervisor
- awarded by the Elected Official, Appointed Official or Senior Director without approval by the Commissioners Court
- an action taken by the Elected Official, Appointed Official or Senior Director within the accountability and responsibility requirements stated in this Compensation Policy
- not a change to the employee's assigned, budgeted position
- an award that may be given to an employee in a full-time or a part-time position

Promotion – A promotion is:

- an increase in gross pay assigned to an employee
- an increase in pay grade assigned to an employee
- still within the specifically defined job family for the employee's current assignment
 - Example Job Family:
 - HR Generalist I – Grade 25
 - HR Generalist II – Grade 26
 - HR Generalist III – Grade 27
 - HR Generalist IV – Grade 28
- recognition of increased job responsibilities consistent with a higher pay grade
- awarded by the Elected Official, Appointed Official or Senior Director without approval by the Commissioners Court

- an action taken by the Elected Official, Appointed Official or Senior Director within the accountability and responsibility requirements stated in this Compensation Policy
- does not change the number of budgeted positions for the department

Demotion – A demotion is:

- a decrease in gross pay assigned to an employee
- a decrease in pay grade assigned to an employee
- still within the specifically defined job family for the employee's current assignment
- recognition of decreased job responsibilities consistent with a lower pay grade
- awarded by the Elected Official, Appointed Official or Senior Director without approval by the Commissioners Court
- an action taken by the Elected Official, Appointed Official or Senior Director within the accountability and responsibility requirements stated in this Compensation Policy
- does not change the number of budgeted positions for the department

Assignment Change – An assignment change is:

- not a promotion (see definition)
- not a demotion (see definition)
- a change that is outside of the employee's currently assigned job family
- a change from the employee's assigned, budgeted position to a different assigned, budgeted position
- a change in the specific full-time duties previously assigned to the employee
- a change to a position that may or may not be within the employee's current office or department

Merit Pay Guidelines

- Merit awards, promotions and demotions may be issued by the elected official, appointed official or senior director from October 1 through June 30 of each fiscal year
- For offices or departments (not divisions) with less than seven employees, additional merit and promotion funds can be requested from a pay equity committee established by the Commissioners Court.
- For the purposes of administering merit and promotion funds only, employees of the County Treasurer's office and the County Judge's office will be considered jointly

- Two Pay equity Committees are established as follows:
 1. One committee will consist of the County Commissioners. The senior Commissioner will chair the committee. This Committee shall administer a pay equity fund for the Committee members.
 2. A second committee will consist of the following:
 - a) District Judges
 - b) County Court at Law Judges
 - c) Employees under the direction or appointed by one or more District Judges
 - d) This Committee shall administer a pay equity fund for the offices of the Committee members.
- The pay equity fund administered by the Pay Equity Committees shall be funded using a rate of twenty percent of the merit and promotion percentage approved by the Commissioners' Court for those specific departments. The calculated rate shall then be applied to the total current salaries for all of the employees subject to the pool at the time of Court approval of the percentage to determine the amount available in the pool.
- In years when an across the board (ACB) adjustment is made to a salary schedule, a maximum of 80% of a department's (not division's) employees who are classified on that salary schedule may receive merit and/or promotions during a fiscal year. This restriction does not apply to offices with fewer than 7 employees.
- In years when an across the board (ACB) adjustment is not made to a salary schedule, a maximum of 100% of a department's (not division's) employees who are classified on that salary schedule may receive merit and/or promotions during a fiscal year. This restriction does not apply to offices with fewer than 7 employees.
- There is no maximum percentage of a department's (not division's) employees who may receive demotions or assignment changes. The maximum merit award increase for an individual employee in a fiscal year is 5% of current salary after any across the board (ACB) increase is awarded unless the Commissioner's Court authorizes amounts specifically larger than 5%.
- The maximum promotion increase for an individual employee in a fiscal year is 10% of current salary or the amount required to reach the minimum of the pay grade to which the employee has been assigned. This percentage would be applied after any across the board (ACB) increase is awarded unless the Commissioner's Court authorizes amounts specifically larger than 10%. A merit increase and promotion may occur in the same fiscal year if a significant certification or a professional license has been acquired during the review period. These may be awarded separately or concurrently.
- Employees funded from more than one accounting fund may receive a portion or all of a merit or promotion increase from one or more of the funds.

- The maximum salary increase or decrease for an assignment change is not defined herein and is limited by the assigned salary grade for the position as well as the Elected Official's, Appointed Official's or Senior Director's determination with regard to equity of other employees in the same or similar position(s) within the department.
- Salary funds made available by hiring new employees at a lower salary rate than the previous employee may be used to supplement salary funds available for other vacant positions if the adjustments made do not cause an increase to the following years' salary budget for the office or department.
- For employees at the top of the salary grade, a single payment not to exceed 5% of the employee's salary may be given as a merit payment. Those funds must be available from the Commissioner's Court approved merit and promotion funds allocated to the office/department.

Minor Reorganizations

- Elected officials, Appointed Officials and Department Directors may revise the job description and corresponding pay grade for a position without additional Commissioner's Court approval if the number of full-time employees in the office/department does not increase and no changes have been made to the level of Deputy Office/Division Director or above. Salary funds made available during this process may be used to adjust the positions and corresponding salaries of current employees without additional Commissioner's Court approval if the number of employees in the office/department does not increase, there is no increase to the salary budget for the office/department and no changes have been made to the level of Deputy Office / Division Director or above.

During reorganization, only positions with increases in work duties may receive additional compensation. Funds made available through reorganization are specifically not to be used to provide additional merit raises.

In cases where the number of full-time positions decrease, any corresponding changes to healthcare funding would be reduced accordingly during the next budget process.

- Departments are encouraged to review potential changes with the Human Resources Department. A payroll action sheet must be submitted to effect the new pay grade assigned to a position and employee. A periodic report listing all individual payroll actions processed will be provided to the Commissioner's Court. A year to date summary report will be provided to the Commissioner's Court in July each year as part of the budget process.

Hiring Policy

- Newly created positions may be advertised up to the midpoint of the Court approved grade for the position if the elected official, appointed official or senior director will pre-

certify to the Human Resources department that the maximum salary posted will not exceed the division's annual salary budget.

- Hiring supervisors may advertise an existing position using a salary range up to the lesser of the currently funded amount for the position or 80% of the assigned grade salary range for the position.
- Hiring supervisors should take experience of both applicants and current employees in similar positions into account when offering initial salaries.
- Prior to making a job offer, the elected official, appointed official or senior director must request that the County Judge approve a salary request for a new hire that exceeds the currently funded amount for the position but is **less** than 50% of the advertised salary range.
- Prior to making a job offer, the elected official, appointed official or senior director must request that the Commissioners' Court approve a salary request for a new hire that exceeds the currently funded amount for the position and is **greater** than 50% of the advertised salary range.