

## Williamson County Compensation Policy

Effective October 1, 2012

### I. 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"*.

This compensation policy provides a plan and process that is consistent, predictable and flexible. It allows each Elected Official, Appointed Official and Senior Director to reward employees based upon job performance and dynamically lead their employees in accordance with our Mission Statement.

### II. Classification and Compensation Plan

#### Purpose

Provide an organized position control structure and uniform classification system to meet the goals and responsibilities of the County and 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 compensation packages that are both internally and externally equitable.
- Allows for the possibility to reward excellence in job performance
- Provides for the development of a promotional career ladder

### III. 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.

### IV. Responsibilities of the Commissioners Court

Under the authority provided by the Texas Local Government Code to set the annual budget for each County department, the Commissioners Court approves the salary budget by grade for each position assigned to an individual County department. The Commissioners Court's goal is to ensure that the total compensation program is structured for consistency and equity.

Annually, the Commissioners Court will review and as appropriate, approve general market analysis adjustments to individual salary schedules recommended by the Senior Director of Human Resources. Recommendations are based upon market and economic conditions and the general job market analysis process.

As part of the annual budgeting process, the Commissioners Court will consider each component of total compensation, which may include:

- single incumbent position salaries,
- salary schedule changes based upon general job market analysis

- 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.

The Commissioner's Court may authorize an external market study to be performed on current jobs using one or more of the following sectors:

- by Salary Schedule (A, B or P)
- by specific Job Family
- by specific County department or division
- by jobs with higher than average turnover rates in comparison to other county jobs

To meet the goals and objectives of this policy, each county job may be evaluated in relation to the external job market in no more than 5 year intervals.

#### V. 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 the following appointed officials:

- Community Supervision and Corrections Department Director
- County Auditor
- Juvenile Services Director
- District Courts Court Reporters



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.

#### VI. 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, competent employees
- ensuring that all programs are administered within appropriate policy guidelines
- ensuring all Elected Officials, Appointed Officials or Senior Directors certify 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
- providing the Commissioner's Court with a periodic report listing all individual payroll actions processed
- providing the Commissioner's Court with a year to date summary report in July each year as part of the budget process.
- ensuring that training for proper administration of this program and for performance evaluations is provided to County managers and supervisors

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:

- ensuring compliance with this and other human resource policies
- 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
- determining Operational Assignment Titles (aka Oracle Business Card Titles) for each budgeted position
- assigning long term or on-going 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 entry for each department's 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.

## **VII. Merit Based Performance & Promotion Pay Policy Guidelines**

### **Definitions:**

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
- may or may not include a change in gross pay for an individual employee
- may or may not include a change in pay grade assigned to an individual employee
- 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
- decision made by the Elected Official, Appointed Official or Senior Director and not requiring Commissioner's Court approval.

Budgeted Salary Money Award – A job related salary award is an award of the Court approved budgeted salary funds within a department's salary line items and provides:

- 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 and not requiring approval of the Commissioner's Court not a change to the employee's assigned, budgeted position number
- an award that may be given to an employee in a full-time or a part-time position

Budgeted salary funds may be used to award salary funds for hiring into other vacant positions

Demotion – A demotion is:

- recognition of decreased job responsibilities consistent with a lower pay grade
- 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
- awarded by the Elected Official, Appointed Official or Senior Director and not requiring approval of the Commissioner's Court does not change the number of budgeted positions for the department

External Job Market Analysis – An external job market analysis is:

- a technical comparison of a defined job to other comparable jobs of other governmental entities or private companies as defined in the goals and objectives for this policy
- based upon the information contained in a specific job analysis questionnaire approved by the Elected Official, Appointed Official or Sr. Director and the resulting, legally compliant job description developed by the Human Resources Department
- based upon a defined job's essential duties in conjunction with the required knowledge, skills and abilities for the job
- based only upon the specific job requirements and does not consider the qualifications of an individual in a specific job (i.e. individual qualifications are considered as part of the merit and promotion process for this policy)

General Job Market Analysis – A general job market analysis is:

- a review of several high level factors affecting overall compensation levels for employees. These factors include local indicators for;
  - job creation
  - economic growth
- included as part of the consideration for a recommended change to be applied to a specific salary schedule

Job Analysis Questionnaire - a job analysis questionnaire (JAQ) is:

- a process used to gather detailed information about a specific job



- a communications tool that communicates information from the job level through to the management level of the organization
- a method of acknowledgement of job responsibilities and requirements between both the individual assigned to the job as well as the highest chain of command for the job
- completed by a department and may be completed by the individual in the job or by a supervisor for the job

the basis upon which a legally compliant job description is developed by the Human Resources Department

Job Description – a job description is:

- based upon information provided in a Job Analysis Questionnaire (JAQ)
- developed by the Human Resources Department and is a legally compliant description of the specific job's essential duties as well as the required knowledge, skills and abilities (KSA's)
- used in categorizing a job within a specific job family
- used for posting a job vacancy
- used during a performance evaluation to compare an individual's job performance to the specific requirements for their assigned job
- provided to a health care provider to assess whether an ill or injured employee may be released to light duty or full duty work

Job Family – a job family is:

- a group of similar jobs
- consists of ascending levels that are separated by increased pay grades and increased essential duties, knowledge, skills and abilities
  - Example Job Family:
    - HR Generalist I – Grade 25
    - HR Generalist II – Grade 26
    - HR Generalist III – Grade 27



- HR Generalist IV – Grade 28

Market Salary Range – a market salary range is:

- defined by the minimum rate/salary and the maximum rate/salary of a pay grade (example: Grade B.1 has a market salary range of \$11.01 per hour to \$15.93 per hour)
- used in external job market analysis to compare the assigned pay grade rate/salary range for a County job to a comparable job rate/salary range

Merit Money Award – A job related merit award is an award of merit money specifically allocated by the Commissioner's Court and is:

- recognition of job related performance that exceeds expectations or is superior as evaluated by the employee's direct supervisor
- an increase in gross pay assigned to an employee
- an increase within the current pay grade assigned to an employee
- awarded by the Elected Official, Appointed Official or Senior Director and not requiring approval of the Commissioner's Court
- an award that may be given to an employee in a full-time or a part-time position

Office / Department / Division -

- 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.

Pay Grade – a pay grade is:

- a lettered/numbered grade within a salary schedule.
- assigned a minimum/midpoint/maximum hourly range / salary range for Schedules A and B

- assigned a specific number of steps that correlate to specific hourly/salary rates for Schedule P

Promotion – A promotion is:

- recognition of increased job responsibilities and specific job related skills
- 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
- awarded by the Elected Official, Appointed Official or Senior Director and not requiring approval of the Commissioner's Court
- does not change the number of budgeted positions for the department

#### **VIII. Hiring Guidelines for Compensation – Salary Schedule A (Except Elected Officials) and Salary Schedule B**

- When advertising to fill a vacant position:
  - Newly created positions may be advertised up to the midpoint of the Commissioner's Court approved grade for the position.
  - A vacant position may be advertised 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. .
  - The elected official, appointed official or senior director must pre-certify to the Human Resources department that the maximum salary posted will not exceed the annual salary budget
- When making decisions regarding job offers, hiring supervisors should take experience of both applicants and current employees in similar positions into account when offering initial salaries to ensure internal equity among positions
- 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 midpoint of the advertised salary range.

- 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 and is **greater** than midpoint of the advertised salary range.

IX. Merit and Promotion Pay Guidelines – Salary Schedule A (Except Elected Officials) and Salary Schedule B

- Merit awards, promotions and demotions may be issued by the elected official, appointed official or senior director, if funds are available. **Any merit awards, promotions and demotions will not become effective until a line item transfer is approved by Commissioner's Court which transfers the funds into the division's budget.** Any approved merit awards, promotions and demotions need to also be communicated by the Department to the Budget Office. All merit awards, promotions and demotions processed during the fiscal year will be reported to the Commissioner's Court via periodic and Year-to-Date (YTD) summary reports provided by the Sr. Director of Human Resources.
- A new hire or a current employee changing assignment may only be granted a merit award after 12 months of employment or re-assignment
- The maximum award increase for an individual employee in a fiscal year is:
  - Merit of 5% of current salary
  - Promotion of 10% of current salary
  - The 10% promotion maximum is waived for an individual employee if the employee is promoted into a position and the minimum of the pay grade for the job to which the employee has been assigned exceeds 10% of the individual's current salary.
  - The maximum percentages above are applied after any general job market analysis adjustment is applied.
  - A merit increase and promotion may occur in the same fiscal year if a significant job related certification or a job related professional license has been acquired during the review period.
  - No merit increase or promotion will be awarded if the certification or license is a certification or license listed as one of the minimum requirements for the individual's assigned job.
  - A merit increase or promotion 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 as long as they do not cross from the General Fund to the Road and Bridge Fund and vice versa.
- 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.
- Any merit funds remaining in a departmental budget will not be forfeited at the end of the fiscal year. These funds will be "rolled over" and will be available to the department in the next fiscal year.

#### **X. Budgeted Salary Award Guidelines – All Salary Schedules**

- Budgeted salary awards may only be used if the adjustments made:
  - do not cause an increase to the following years' salary budget for the office or department or
  - meet the requirements for a minor reorganization as illustrated in this policy.
- Budgeted salary funds are made available by:
  - hiring new employees at a lower salary rate than the previous employee or
  - demoting an underperforming employee
- Budgeted salary funds may be used to award salary funds for hiring into other vacant positions

#### **XI. Peace Officer Tenure System and Certification Pay Plan – Salary Schedule P**

- Purpose - The purpose of this pay plan is to establish the procedures and compensation rates for employees designated by the Commissioners Court as eligible for the Peace Officer Tenure System (POTS). The POTS may be eliminated at any time, and the compensation rate may be reduced, frozen, or adjusted at any time, by action of the Commissioners Court.
- Eligibility - The Commissioners Court shall designate the peace officer and corrections officer position types that are eligible to participate in POTS. Only



employees who are peace officers or corrections officers actively involved in a law enforcement activity and whose job qualifications require state peace officer or state corrections officer certification may be eligible to participate in POTS.

- Schedule P is approved by the Commissioners Court each fiscal year. The scale correlates years of service with official rank within an office or department.
- Years of Service
  - Years of Service under POTS are based on continuous service (with no break of more than one calendar year) as a regular employee in an approved POTS position (see POPS chart) in the sheriff's office, the offices of the County Attorney or District Attorney, or in any constable's office. Years of service as a corrections officer do not automatically count toward years of service as a law enforcement officer, nor do years of service as a law enforcement officer automatically count toward years of service as a corrections officer. (See paragraphs 3 and 5, below.) If an employee in an approved POTS law enforcement position transfers from one designated POTS office to another (e.g., constable to sheriff, sheriff to constable, constable to another constable, sheriff to County Attorney, District Attorney, constable), or returns to County employment after a break in service, the employee's years of POTS service will apply, not to exceed the current salary budget for the office, as verified by the County Judge.
  - All personnel newly hired from outside Williamson County for positions subject to POTS start at the first pay increment for the POPS position for which they are hired, unless they qualify for a prior service credit that applies to the L1 rank (patrol deputy, or similar) only. (See paragraph (e) below.)
  - Current Williamson County corrections officers who successfully complete the selection process to become an officer in the law enforcement division of the Sheriff's Office must begin their law enforcement service at the first pay increment of the law enforcement position and remain at that increment for a period of one calendar year. At the end of that year, such officers will be evaluated, and if they are able to remain in the law enforcement division, they will be placed at the pay increment corresponding to their time of continuous POTS service (with no break of more than one calendar year) in both corrections and law enforcement.
  - Effective October 7, 2005, all current officers in POTS law enforcement positions will be placed in the pay increment that corresponds to their time of continuous POTS service (with no break of more than one calendar year) in both corrections and law enforcement. e. Law enforcement officers within the Sheriff's Office who transfer from the law enforcement division to the corrections division will, if appropriate corrections certification is achieved, be

placed at the pay increment corresponding to their time of continuous POTS service (with no break of more than one calendar year) in both corrections and law enforcement.

- Credit for Prior Service - An applicant for a law enforcement POTS position, or a current officer in such a position at the grade of L1.1, may qualify for service credit earned prior to current employment with Williamson County, if the following requirements are met:
  - Applicant must meet all Williamson County requirements of the hiring office.
  - Must be a TCLEOSE certified officer.
  - If from another state, the officer must become TCLEOSE certified or attend a regional police academy.
  - Must have four years of prior law enforcement experience (prior service subject to approval by hiring office). A 1 year or more gap in service may disqualify a candidate, at the discretion of the hiring office.
  - Qualified applicants and current officers will receive up to three years of service credit as it applies to tenure increment increases. The applicants and officers affected by this section are the following:
    - applicants whose prior service may qualify them for starting pay at increment L1.2, L1.3, or L1.4;
    - current officers whose credit for prior service may qualify them for tenure increments L1.2, L1.3, or L1.4; and
    - officers with the rank of law enforcement captain whose beginning pay may be up to increment L5.10 if they have prior service credit of 9 years; the minimum pay for the rank of law enforcement captain is increment L5.6.
    - officers with the rank of law enforcement lieutenant, or equivalent, whose beginning pay may be increment L4.6 if they have prior service credit of 5 years, and may be as high as L4.8 if they prior service credit of at least 7 years;
    - officers with the rank of law enforcement sergeant, or equivalent, who's beginning pay may be increment L3.4 if they have prior service credit of 3 years, and may be as high as L3.6 if they have prior service credit of at least 5 years. The hire date and length of service with the County for officers who receive prior service credit will not change as a result of receiving the prior service credit.



- Prior service defined (candidates must substantially meet at least 3 of 5 criteria):
  - patrolling in a radio equipped car, answering calls for the protection of life, property and the enforcement of city, county or state laws;
  - conducting preliminary and follow up investigations of disturbances, prowlers, burglaries and other crimes;
  - responding to calls related to traffic incidents and other required emergencies, observing, monitoring and controlling routine and unusual traffic conditions, assisting and advising motorists and enforcing safety laws;
  - collecting and preserving evidence at a crime or accident scene, making arrests as necessary, interviewing victims and witnesses, interrogating suspects, searching and transporting prisoners and testifying in court;
  - filing complaints and performing other work related to processing misdemeanor and felony complaints, enforcing court orders, and preparing reports of arrests and activities performed.

Offices must submit a Prior Service Verification Form to the Human Resources Department along with their Oracle Manager Self Service Hire process or Worker Status Change process in order for prior service credit to be applied.

- Tenure Progression Employees in POTS positions move from one tenure level to the next, within the same rank, based on their years of service, subject to funding by the Commissioners' Court.
- Promotions and Demotions - Promotions for POTS employees in positions subject to POTS to higher ranks are based on years of service determined in compliance with paragraph (d) (1) and on the office's assessment of an employee's performance, after the County Judge verifies that the office has sufficient funds in the current budget or the Commissioners Court approves additional funding, if necessary. POTS employees who are demoted may carry to a lower POTS grade the POTS step corresponding to their years of service, after the County Judge verifies that the office has sufficient funds in the current budget or the Commissioners Court approves additional funding, if necessary.
- Longevity Pay
  - Each commissioned peace officer in the Sheriff's Office shall be provided statutory longevity pay of not less than \$5 a month for each year of service in the office in addition to the applicable salary rate. This pay must be added into the regular rate of pay when calculating overtime.

- Commissioned peace officers in the Sheriff's Office are eligible to accrue statutory longevity pay at the rate of \$5 per month for each year of service (up to a maximum of 25 years) after the first year anniversary of their certification as a peace officer. This pay must be added into the regular rate of pay when calculating overtime.
- Commissioned peace officers in the Sheriff's Office are not eligible to receive statutory longevity pay under this section and Williamson County longevity pay. Commissioned peace officers in the Sheriff's Office as of October 1, 2003, will receive the greater of statutory longevity pay or Williamson County longevity pay until the amount of statutory longevity pay exceeds County longevity pay as such pay was set on October 1, 2003. From that time forward, such officers will receive only statutory longevity pay. Commissioned peace officers in the Sheriff's Office employed after October 1, 2003 will receive only statutory longevity pay. This pay must be added into the regular rate of pay when calculating overtime.
- Timing of Payroll Actions - All pay changes related to dates of service will take effect at the beginning of the first full pay period that follows the attainment of the service date.
- Certification Pay - The following certification pay will be paid to non-elected commissioned peace officers and eligible corrections officer (County Jail) who hold a full-time active duty position in a law enforcement or corrections capacity with the County on June 1st of each year:
  - Law enforcement officers--\$60 per month for Advanced Certification; \$90 per month for Masters Certification. This pay must be added into the regular rate of pay when calculating overtime.
  - Corrections officers--\$60 per month for Advanced Certification; \$90 per month for Masters Certification. This pay must be added into the regular rate of pay when calculating overtime.
  - Payment for an entire fiscal year beginning on October 1st will be based on the level of certification held as of September 15th of the preceding fiscal year. This pay must be added into the regular rate of pay when calculating overtime.

The County Sheriff designates eligible corrections officers via a Payroll Action Sheet (PAS). Certification pay does not transfer with an individual employee who leaves a corrections officer position to accept a law enforcement position nor does it transfer with an individual employee who leaves a law enforcement position to accept a corrections officer position except when the corrections officer position is that of a Bailiff.



## **XII. Minor Reorganizations – All Salary Schedules**

- 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 or incentive pay.

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.

All departments are required 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.

