



Dinwiddie County

HUMAN RESOURCES

POLICIES AND PROCEDURES

EMPLOYEE COMPENSATION

Adopted: September 21, 2021

POLICY

Dinwiddie County strives to build our community through excellence in public service. The County is committed to attracting and retaining high-skilled, high-performing employees capable of upholding the County's core values and delivering the highest standards of public service to the community. Compliance with this procedure ensures employee salaries are administered in a way that is consistent, fair, transparent, provides equal pay for equal work, and does not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.

DEFINITIONS

- A. Hiring Manager:** The Constitutional Officer, County Administrator, Deputy County Administrator, Chief, or Department Director responsible for making hiring decisions for the respective position.
- B. Internal Equity:** the comparison of positions within the County to ensure fair pay for similar work and similar length of experience.
- C. Pay Grade:** The numerical classification assigned to a position; jobs with similar responsibility and complexity fall within the same pay grade; positions with more responsibility and greater complexity are identified as higher pay grades than those with lesser responsibility and complexity.
- D. Salary Range:** The established pay rates for a specific pay grade.
- E. Salary Scale:** The structure that identifies the salary range for each pay grade.

PROCEDURES

A. Compensation Plan

Employee salaries will be approved by the Board of Supervisors through the annual budget approval process. Salaries will be identified and implemented based on the County's compensation plan that includes:

1. Pay grades where jobs with similar responsibility and complexity are grouped together to ensure equal pay for equal work.
2. Steps within each pay grade that allow for salary advancement and disbursement to avoid salary compression.

B. Internal Equity

Salaries of current employees will be taken into consideration when determining salaries for new hires and for employees promoting, transferring, demoting, serving in a temporary “acting” status, receiving adjustments due to a competitive salary offer or being reclassified. In the event the procedures established in this policy create an inverted salary relationship by placing new or transitioning employees at a salary that exceeds the current salaries of comparably placed existing employees in the same pay grade, Human Resources will consult with the County Administrator to determine the appropriate salary level.

C. Hiring Salaries

Salary rates for new hires and rehires shall be based on the incoming employee’s verified experience as well as internal equity.

1. When an employee is hired into a position with no relevant experience, the employee’s salary should be placed at the minimum salary for the respective salary grade.
2. When an employee is hired into the position with relevant experience, the employee’s salary may be considered based on the length of experience on a one year of credit for three years of experience, up to a maximum of five years of credit so long as the salary maintains internal equity with current employees; therefore, recruitment advertisements will normally include a hiring range of steps one through six (i.e. an employee with 3 years of experience may be hired at step 2, an employee with six years of experience may be hired at step 3). Employees who separated employment with the County will be re-hired using this formula and will not be rehired at the previous salary, unless the break in service has been less than 90 days. Employee salaries of those transitioning from part-time to full-time employment will be determined using this formula or by converting the current hourly rate to an annual salary, whichever is most beneficial to the employee.
3. When an employee is hired into a difficult to fill position, experience credit can be given up to the market point (median) of the range (Difficult to fill positions include those that are documented to have not received adequate interest to select a qualified candidate and/or where a job offer has been made that is rejected by one or more qualified applicants).

D. Promotions

A promotion occurs when an employee successfully completes a competitive recruitment process which results in the employee moving from a position in one pay grade to a position in a higher pay grade.

1. When an employee is promoted to a position in a higher pay grade, the employee shall be placed on the new pay grade while maintaining their existing step (i.e. an employee at grade 8 step 3 is promoted to a grade 12 position; the employee will be placed at grade 12, step 3).

2. In situations when the uniqueness of an individual job and level or necessary skills required by the County, and not just possessed by the incumbent, may require a higher salary placement than stipulated above, the hiring manager may request a salary commensurate with experience within the assigned salary range. This approach should be reserved for exempt level positions or positions that require unique skill sets. The need should be documented by the hiring manager and reviewed and approved by Human Resources and the County Administrator.

E. Lateral Transfers

A lateral transfer occurs when an employee is transferred competitively or non-competitively from one position to another position in the same pay grade. An employee who experiences a lateral transfer will not receive a change in salary.

F. Demotions

A demotion involves an employee moving to a lower pay grade through a competitive, non-competitive, or disciplinary process. An employee shall be placed on the new pay grade while maintaining their existing step (i.e. An employee at grade 12 step 3 is demoted to a grade 8 position; the employee will be placed at grade 8, step 3).

G. Temporary "Acting" Pay

Temporary or "Acting" assignments occur when the County recognizes a critical job assignment need that must be met and cannot be met through the normal recruitment process. This can occur when an unexpected vacancy occurs; when a mission critical job cannot be filled in a timely fashion; or when a mission objective changes abruptly and requires an immediate action. Temporary or "acting" assignment(s) should be anticipated to last more than 30 days, but less than 6 months. A temporary or "acting" assignment is not to assume the duties of another employee who is on approved vacation or short-term medical leave.

1. If the position assigned is in a higher pay grade, the employee assuming the duties shall be placed on the new pay grade while maintaining their existing step (i.e. an employee at grade 8 step 3 is temporarily assigned to a grade 12 position; the employee will be placed at grade 12, step 3).
2. Employees receiving Temporary "Acting" Pay shall sign an agreement acknowledging the understanding that they are receiving Temporary "Acting" Pay and also acknowledge understanding that when the temporary assignment ends, the Temporary "Acting" Pay will also end.
3. If the position assigned is in a lower pay grade there will be no reduction in salary for the assigned employee even if the salary exceeded the maximum of the new salary range.
4. Employees who are receiving compensation for serving as an acting supervisor through a career development program are not eligible to receive additional compensation under this policy.

H. Competitive Salary Offers

The County may elect to make a counteroffer to an employee who has received a verified, higher salary offer for a position from another employer. The following conditions apply:

1. Hiring managers have the discretion to request counteroffers; requests should be made based on business need and should be submitted to Human Resources for review and consideration; final approval must be authorized by the County Administrator.
2. Only one counteroffer shall be made per offer.
3. The counteroffer shall not exceed the offered salary (If the offer is between two salary steps for the employee's current pay grade, the next salary step may be extended to ensure the employee's salary remains on the salary scale).
4. The counteroffer cannot exceed the current position's salary grade maximum.

I. Reclassifications

A reclassification involves changing the pay grade of an existing position. The change must be based on a significant change in job content, not an increase or decrease in the work volume or pace or the addition or deletion of minor duties. A reclassification may result in the position becoming a higher or lower pay grade and may or may not result in a title change.

Managers should consult with Human Resources regarding any change in employee responsibilities to determine if a request for reclassification is appropriate. Requests should be submitted during the budget planning process using the established Position Request Form. Human Resources will conduct a thorough review of the position; if a reclassification is deemed appropriate, Human Resources will make a recommendation to and request final approval from the County Administrator. If approved by the County Administrator:

1. The employee shall be placed on the new pay grade while maintaining their existing step (i.e. an employee at grade 8 step 3 is reclassified to a grade 10 position; the employee will be placed at grade 10, step 3).
2. Reclassifications will not be retroactive.
3. Reclassifications to lower pay grades will not result in the employee's salary being decreased.

J. Part-time Hourly Rates

Hourly rates for part-time employees shall be set at the minimum rate for the respective pay grade. In situations when the uniqueness of an individual job and level or necessary skills required by the County, and not just possessed by the incumbent, may require a higher rate than stipulated above, the hiring manager may request an hourly rate commensurate with experience within the assigned pay grade. The need should be

documented by the hiring manager and reviewed and approved by Human Resources and the County Administrator.

K. Additional Pay Practices

1. The Board of Supervisors may authorize salary increases through the annual budget approval process; increases can include:
 - a. Step increases for all employees who were hired on or before January 1 of the current calendar year.
 - b. Salary scale adjustments that increase all salaries on the scale by a specific percentage.
 - c. Other increases that are deemed appropriate.
2. Departments may develop additional pay practices including career development programs, on-call pay programs, etc. that may supplement this policy so long as they are:
 - a. Approved by Human Resources and the County Administrator
 - b. Funded by the Board of Supervisors
 - c. Consistent, fair, transparent, provide equal pay for equal work, and do not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.
3. The County Administrator may implement additional compensation practices including but not limited to recognition of professional development so long as such practices are:
 - a. Funded by the Board of Supervisors
 - b. Consistent, fair, transparent, provide equal pay for equal work, and do not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.

L. Compliance

Human Resources and the County Administrator have the authority and responsibility for administering the Compensation Policy. Any exceptions must be documented by a unique business need and final approval must be authorized by the County Administrator.

Distribution of Employee Compensation Policy to County Employees; Employee Acknowledgement

A copy of the Employee Compensation Policy shall be distributed to each County employee with an Employee Acknowledgement. Each County employee shall acknowledge receipt of the Policy by signing, dating, and submitting an employee acknowledgement to Human Resources for filing in the respective employee's personnel file. All new hire employees shall receive and acknowledge receipt of the Employee Compensation Policy when completing new hire orientation.