

## **CLASSIFICATION AND COMPENSATION POLICY** **FOR NON-BARGAINING EMPLOYEES**

**POLICY:** It is the policy of Black Hawk County to maintain an appropriate wage/salary structure to recruit and retain competent employees; to pay wages and salaries that are based upon the nature of the job performed, to maintain a system for the classification and compensation of its non-bargaining employees that allows the County to recruit and retain competent personnel, and to permit available funds for wage and salary increases to be distributed in a fair and equitable manner.

**SCOPE:** This policy applies to all Black Hawk County non-bargaining employees and department heads, except elected officials and their appointed deputies, Sheriff's Office Sergeants, seasonal employees, election workers employed on an as needed basis, and employees covered by separate governing Boards or Commissions that establish classification and/or compensation plans separate from those established by the Board of Supervisors. Whenever the provisions of this policy are in conflict with federal or state laws or regulations, the provisions of the laws or regulations shall prevail.

**CLASSIFICATION PLAN:** Black Hawk County's present classification plan for non-bargaining employees is based upon a formal job evaluation process and an internal equity analysis and review, which references the "Factor-Point Evaluation and Classification Plan" adopted by the County in 1981 and the "Countywide Classification and Compensation Study" completed in 2024. With the use of these resources, a new or modified position is evaluated by the Human Resources Department and assigned to a pay grade on the basis of the following rating factors:

- A. Minimum skills and knowledge required;
- B. Complexity of problems to be solved (required mental skills and demands);
- C. Interpersonal relationships ordinarily involved in day-to-day activities of the position, including supervisory authority exercised;
- D. Organization levels at which interpersonal relationships ordinarily occur;
- E. Nature and scope of responsibility exercised within the content of the overall operations of the County in regard to assets, policies and methods, records and reports, safety of others, etc;
- F. Constraints on independent action within the position functions;
- G. Physical demands required; and
- H. Working conditions.

Based upon the position evaluation, each factor is assigned points, and the total points for all factors determine the pay grade for the position. Employees filling that position are then compensated within the wage/salary range of the position's pay grade. All pay grades are listed in the Non-Bargaining Employee Compensation Plan, along with the pay range for the grade.

**COMPENSATION:** Pay ranges within the pay plan shall be determined with regard to such factors as:

- A. The relative difficulty and responsibility of work;
- B. The recruiting experience of the County;
- C. The prevailing rates of pay in both public service and private industry;
- D. Cost of living factors;
- E. The financial policies and position of the County; and
- F. Other pertinent economic considerations.

Each pay grade range is identified by a minimum, midpoint, and maximum wage/salary rate with four (4) quartiles contained within each range. Pay grade midpoints approximate the actual median base salaries paid to positions in the relevant labor market(s) reported in periodic salary survey results. In the classification and compensation study completed in 2024, the salary ranges were compared with market compensation levels for the positions within each range and appropriate adjustments were made for positions where the market pay was not consistent with the established salary range. A copy of the current pay plan may be obtained from the Human Resources Department or from the County's website.

**ENTRANCE WAGE/SALARY:** The wage/salary for a new non-bargaining employee will normally be established within the first half of the wage/salary range for the pay grade in which the position is classified. Such wage/salary placement permits recognition of the prevailing labor market and the individual's qualifications and experience for the position, yet serves to guard against wage/salary inequities that could arise as a result of the placement of a new employee at a level that exceeds market value and/or distorts the wage/salary relationship to incumbent positions.

The entrance wage/salary for a new non-bargaining employee shall be established jointly by the employing Department Head and the Human Resources Department. In the event the Department Head and Human Resources Department disagree on the appropriate starting wage/salary, they shall each submit their written recommendation and rationale to the Board of Supervisors for its review and a final decision.

An entrance wage/salary above the first half of the pay range may only be approved when the prevailing wage in the labor market for individuals with the necessary skills and experience for the position significantly affects recruitment efforts, when paying a lower wage would result in salary compression, or when a candidate brings outstanding qualifications and experience related directly to the position. Such an exception shall require the recommendation of both the employing Department Head and Human Resources Department and the approval of the Board of Supervisors.

At least the minimum of the appropriate pay range shall be paid to all qualified employees. In cases where the qualifications of a newly hired or newly promoted employee are less than those usually required in an assigned position, such employee may be paid below the minimum of the applicable range during the learning period to acquire the necessary minimum qualifications for the position. The learning period shall not exceed six (6) months unless the Department Head and employee mutually agree to an extension. If retained in the position following the learning period, the employee shall be paid at or above the minimum of the range.

**Cost of Living Adjustments:** Annually, the Board of Supervisors may adjust the salary ranges according to the cost-of-living adjustment (COLA) published by the Bureau of Labor Statistics. All employees on the pay plan are eligible for the COLA adjustment effective the first day of the fiscal year based on the previous calendar year's Consumer Price Index (CPI\_U) for the Midwest Region.

**Merit Increases:** In order to keep non-bargaining employees advancing through their pay range, employees on the GS Pay Plan may be eligible for an annual merit increase depending on their placement in their pay range, performance, and years of service in their current position. Employees on probation at the beginning of the fiscal year are not eligible for a merit increase. Employees' who have been in their current position for five (5) years and have not had a substandard evaluation during that time, may be moved to the beginning to the 3<sup>rd</sup> quartile (mid-point) at the beginning of the fiscal year upon approval of the Board of Supervisors. Employees with substandard performance at the time of their annual review will not be eligible for a merit increase.

1<sup>st</sup> Quartile of the pay range:  
3%

2<sup>nd</sup> Quartile of the pay range:  
2%

3<sup>rd</sup> Quartile of the pay range:  
1%

4<sup>th</sup> Quartile of the pay range:  
1%

To be considered for an increase in the 4<sup>th</sup> quartile above 1%, an employee must have outstanding performance and/or be in need of an equity adjustment.

Exceptions to this policy must be approved in advance by the Board of Supervisors. The Board retains the right to reduce annual percentages for COLA and Merit increases to prevent undue financial hardship for the County, however, increases will not be unreasonably withheld.

**Equity adjustments:** Human Resources is responsible for monitoring the pay plan in order to maintain internal equity. Human Resources will make recommendations to the Board of Supervisors for prevention and/or correction of inequities in the pay plan. For example, it may be necessary to increase the salary of a supervisory employee to avoid pay compression between a supervisor and their direct report/s.

The minimum and maximum pay ranges of the Non-Bargaining Employee Pay Plan shall be automatically adjusted by the Human Resources Department in an amount equal to the across-the-board increase authorized by the Board of Supervisors. Upon the recommendation of the Human Resources Department, the Board of Supervisors may periodically review and evaluate the wage/salary ranges of the pay grades for possible

adjustment purposes.

An approved wage/salary increase shall be first applied to an employee's current annual salary and then the new annual salary shall be used to calculate the new hourly rate of pay. An employee's wage/salary increase shall not exceed the maximum of the pay range for the employee's pay grade. In the event an employee's wage/salary shall fall below the minimum of the pay grade following an adjustment to the compensation plan by either the Human Resources Department or the Board of Supervisors, the employee's pay will be increased to the minimum rate of the pay grade.

**PART-TIME EMPLOYMENT:** Part-time non-bargaining employees shall be compensated on an hourly basis equivalent to the hourly rates established for regular, full-time non-bargaining employees.

**PERFORMANCE EVALUATIONS:** Each non-bargaining employee to whom this policy applies shall receive an annual performance evaluation during the month of April. In the event a new employee has worked less than twelve months, an interim probationary evaluation shall be completed if the new employee has worked less than six months, and an interim evaluation shall be completed if the new employee has worked more than six months.

**PAY RATE ADJUSTMENTS:** The following personnel actions shall affect the pay status of a non-bargaining employee in the manner described:

- A. **TRANSFERS:** When an employee is transferred from one position to another position within the same pay grade, he/she shall continue to receive the same pay rate.
- B. **PROMOTIONS OR POSITION UPGRADES:** When an employee is promoted from a position in a lower pay grade to a different position in a higher pay grade, or his/her position is moved to a higher pay grade after re-evaluation, he/she shall receive a wage/salary increase of either five percent (5%), or the minimum rate established for the higher pay grade, whichever is greater. In the event the promotion or upgrade is two or more pay grade levels, the Board of Supervisors may, upon the request and recommendation of the employing Department Head, approve an increase greater than five percent (5%).
- C. **DEMOTIONS:** In a demotion or a voluntary move where a job changes to a position that is graded lower than the previously held position, a pay decrease may occur. Consideration will be given to the reason for the change, the employee's work history, and the difference between the employee's current pay rate and the pay range of the grade to which the new position is assigned.
- D. **RECALL FROM LAYOFF:** When a non-bargaining employee is recalled to the same position from which he/she was laid off, the employee shall be placed at the same rate of pay received at the time of layoff. When an employee is recalled to a position having a lower pay grade, the pay rate shall be the same

as that which he/she received at the time of layoff, provided that the pay rate is within the range of the lower grade; otherwise the rate of pay shall be reduced to the maximum of the pay range of the lower grade.

- E. COMPENSATION DURING TEMPORARY ASSIGNMENT:** A non-bargaining employee who is temporarily assigned to a position with a higher pay grade for an expected period of sixty (60) days or more shall receive up to a fifteen percent (15%) pay increase for the period worked in a temporary assignment. An employee temporarily assigned to a position with a lower pay grade for any period shall not receive a reduction in pay. No temporary assignment shall exceed six (6) months.
- F. COMPENSATION DURING TEMPORARY ASSIGNMENT AS ACTING OR INTERIM DEPARTMENT HEAD:** A non-bargaining employee who is appointed as an Acting or Interim Department Head by the Board of Supervisors shall receive a fifteen percent (15%) salary increase during the term of the appointment, and shall continue to accrue all benefits (e.g. sick leave, longevity, vacation, casual days, etc.) appropriate for the employee's regular position. The Acting or Interim Department Head shall be responsible for all duties and responsibilities required of the regular Department Head position.