

The School Board of Polk County, Florida
Human Resource Services Division

Salaries for Non-union Employees

(Excluding School-based Administrators)



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SALARIES FOR NON-UNION EMPLOYEES

Please note: Due to a lack of funding in the 2008-2009 Fiscal year, the provisions for a Salary Step Program outlined herein will not be processed until funding is available. Former salary policies governing non-union employees will remain in effect where appropriate for the interim period.

Salary Committee: The Salary Committee is comprised of at least 5 voting members and at least 2 non-voting members who represent various functional areas within Polk County Schools. A voting member is defined as an Associate or Assistant Superintendent or their designee, the Senior Director of Diversity Management and a School-based Administrator. Meetings are predominantly held monthly in formal settings, but some meetings may be held electronically, with electronic votes tabulated. In either setting, a Quorum is necessary in order to activate salary actions.

The purpose of the Salary Committee is to review and approve all salary actions (promotions, hires, transfers, reassignments, etc.), and the setting of Salary Grades (including slotting) for new positions. This Committee also reviews salary policies and makes recommendations for updates and/or improvements. The Assistant Superintendent of Human Resource Services or his/her designee will serve as secretary. The position of Salary Committee Chair may rotate among other members, if deemed necessary by the Salary Committee.

Recommendations made by the Salary Committee will be presented to the Superintendent in the form of Meeting Minutes for review and approval. The Superintendent may accept, reject, or request reconsideration of all or some portions of the recommendations made by the Salary Committee. If the Superintendent rejects a salary recommendation made by the Salary Committee, the initiator may begin the process again after a lapse of 12 months. The Superintendent will make salary recommendations to the Board for positions of Director and above.

Employees who have been approved to receive salary impact based upon recommendations made by the Salary Committee will receive a confirmation letter detailing the action.

Salary recommendations for the review of the Salary Committee must be received by Human Resource Services in the form of Electronic Personnel Action Forms or other formal documentation, no later than 3 business days prior to the next scheduled Salary Committee meeting. Formal Agendas for Salary Committee meetings will be distributed to Salary Committee members electronically at least 2 business days prior to each meeting.

All recommendations should be treated as confidential by Salary Committee members.

Which employees are covered by this document? This document affects all non-union employees who were formerly referred to as “Clerical” or “Professional Technical”. This document does affect District Office Administrators, but not School-based Administrators.

Effective date of this document: July 1, 2008

DEFINITIONS:

Exempt – All Positions within non-union Salary Grades will be deemed either Exempt or Non-exempt and documented as such within the Job Description. Exempt employees are not eligible for overtime compensation except in extenuating circumstances and with prior approval from the Superintendent. Any approved overtime for an Exempt employee will be paid at straight-time.

Non-exempt - All Positions within non-union Salary Grades will be deemed either Exempt or Non-exempt and documented as such within the Job Description. Non-exempt employees will be paid time and one half for overtime hours, defined as hours worked beyond 40 in the same work week. Compensatory time may be granted in lieu of overtime pay.

Salary Structure – Salary ranges are identified for each Salary Grade. Each Salary Grade has a Minimum, a Midpoint, and a Maximum. Benchmark positions are assigned to one of 15 Salary Grades (10-24), based upon internal equity consideration and competitive salary data. Adjustments to the Polk County School Board salary ranges for non-union employees may be made annually or less frequently, based upon market competitiveness, Consumer Price Index, and/or Cost of Living Adjustments.

Salary Budget – Overall budget for salaries.

Salary Administration – Issues addressed by the Salary Committee. These include: 1. how employees progress through salary ranges, 2. how special circumstances are addressed (e.g., new employees, promotions, significant inequities, etc.), and 3. how new positions are created, validated, and slotted into the salary structure.

New Jobs – New jobs can be completely new to the District or as a result of significant changes to an existing job, whereby the job is no longer reflective of an existing position anywhere within the District. Once a new job is developed, the position will be defined within a Job Description, assigned a job title and salary grade, and will be presented to the Salary Committee for approval following the established process.

Promotion – Movement from one job to another that is at least one Salary Grade higher.

Lateral Transfer – Change from one position to another position within the same Salary Grade.

Demotion – Movement from one job to another that is at least one Salary Grade lower.

Inequity – Significant differences in an employee’s salary from others within comparable positions that cannot be explained by original placement, guidelines, employee transfer or other Board-approved policy or procedure.

Base Salary – Salary for the regular workday.

Upgrade – An upgraded position is that which utilizes an incumbent’s strengths and abilities at an elevated level as compared to the current job description, thereby negating the need for the former position. The subsequent advancement of the incumbent into the upgraded position will result, provided all criteria have been satisfied as defined later in this document.

Experience – Documented evidence of work in a related field or position.

GENERAL SALARY ADMINISTRATION GUIDELINES

Non-union employees of Polk County School Board will be assigned to a position which corresponds directly to the established salary structure. Each Salary Grade within the structure has established Salary Steps. Factors to consider when hiring, transferring, promoting or demoting employees include, but are not limited to, internal equity, budget impact, and the qualifications, skills and credentials of the employee as compared to the essential functions of the job.

An employee’s pay will fall within a salary range, according to the following:

Below the Minimum of the Pay Range – No employee will be paid at a salary lower than the minimum rate of pay established for their assigned Salary Grade. Any salary found to be below the minimum will be adjusted to the minimum.

Within the Pay Range – All employee pay will fall within the established salary range for their position. Each employee will be placed at an appropriate Salary Step, and may progress forward to the next Salary Step based upon criteria which are listed below.

Maximum or Above Maximum of Range – Any employee at or above the maximum of their respective pay range will receive no increases until such time that the maximum of that Salary

Grade is adjusted upward and their salary is able to move forward and still remain under or at the maximum. The employee's pay will be frozen until it is recaptured by subsequent adjustments to the maximum value of their job's Salary Grade. Further annual increases can be made up to the range maximum once the employee's pay falls within the range.

Salary treatment will be defined as follows:

New Hires – New hires may be offered a salary within Salary Steps 1 – 4 of the Salary Grade which corresponds to their position, at the recommendation of their immediate supervisor. New hires may also be offered a salary within Salary Steps 5 – 7 with approval from the Assistant Superintendent of Human Resource Services. New hires may only be offered a salary at or above Salary Step 8 with the approval of the Superintendent or his/her designee. The effective date of salary action will be the date of hire. (Under no circumstances should the hiring of a new employee at a salary higher than current incumbents be used as grounds to adjust existing incumbent salaries.)

New Hires – Probationary Period – A probationary increase of one additional Salary Step may be offered to an employee after 180 days in the job, only if he/she was hired at Salary Steps 1 or 2, and with the recommendation of his/her immediate supervisor.

Rehires – When an employee returns from DROP and is rehired into the same position he/she held prior to leaving, his/her salary will be set at the Salary Step from which he/she left, or it will be reset to the new Salary Step, if the Salary Step shifted during their time away.

Interim Placements – An employee who is placed in an Interim position which has a higher Salary Grade and subsequent salary range as compared to that of his/her current position, will have salary impact as described under the “Promotions” section below, for the specified period of time in which he/she fills the assignment.

Transfers – An employee who transfers to another position, whether voluntarily or involuntarily, at the same Salary Grade with essentially the same position responsibility level, should remain at their current Salary Step. If a union employee moves into a non-union position that is deemed equivalent to the union position, it is a transfer.

Promotions –

Union to non-union position promotion:

- Select an appropriate salary grade that is closest to the union position that does not represent a decrease in responsibility level or salary.
- Annualize the union salary to match the work schedule of the new non-union position.
- Establish the closest salary step to the current annualized salary, without a loss.

- The promotional recommendation to the Committee may be up to 4 Salary Steps beyond the closest Salary Step.

Non-union to non-union promotion:

- Compare current salary step to the salary step of the new salary range and select closest step without a loss.
- The promotional recommendation to the Committee may be up to 4 Salary Steps beyond the closest Salary Step.

If the current salary is below the minimum of the range, as long as the minimum represents a salary increase of 8% or more, the minimum shall be used. The effective date of salary action will be the date the employee begins in the new job.

NOTE: Prior to funding for the Salary Step Program for non-union employees, the procedure governing promotions has been and will continue to be as follows: The calculation of a promotional salary will be based upon the existing policy, which indicates the salary of a promoted employee shall be the greater of:

- The base of the new salary grade, or
- Five percent (5%) above the employee's current salary. If a Masters degree is required for the position, the degree supplement is excluded from the current salary for calculation purposes.
- Up to 85% of the Salary Grade's midpoint may be requested by the hiring administrator, in writing, and addressed to the Assistant Superintendent, HR Services, with appropriate documented justification. (Effective July 1, 2010.)

Upgrades:

All positions and vacancies shall be posted and advertised unless the Superintendent permits the promotion of a current employee into an upgraded position, which will negate the need for advertising the position. This exception will only occur in rare and unusual circumstances and must be supported by virtue of the hiring manager completing the strict process outlined below. First, the incumbent being upgraded must:

- Have performed satisfactorily in the majority of his/her existing duties for at least one year as documented within the most current performance evaluation, and
- Have taken on a significant number of additional duties and responsibilities beyond those which exist in the current job description, and
- Have been given a higher level of authority than required in the current job description, and
- Be recommended to be upgraded in writing by his/her immediate supervisor and that recommendation is supported by the signatures of both the department head and the division Assistant or Associate Superintendent.

Once an employee is placed into the upgraded position, the former position will be eliminated. When possible, upgrades will be brought for discussion and approval through the Staffing Plan once a year as part of the budget process.

The following documentation must be presented to HR Services for upgrades to be considered:

1. Employee's most current performance evaluation,
2. Existing job description,
3. New, revised job description for the upgraded position,
4. Copies of diplomas, certifications, coursework completion documents, etc., (if not previously provided,) and
5. Supervisor's memo of recommendation with applicable signatures.

Such recommendation, with all applicable supporting documentation, will be presented to the Salary Committee during monthly meetings for discussion, review and approval.

Upgrades to Vacant Positions: At times, unoccupied positions will be presented for upgrade consideration. In these situations, the existing and revised job descriptions must be presented along with the supervisor's memo of recommendation, with applicable signatures, which explains the rationale behind the upgrade. All normal protocol will be followed to fill these positions, including advertising, conducting interviews for qualified candidates, and ultimate selection. These documents will be presented to HR Services and will follow the same approval path as outlined above.

Demotions: Promotional language will be applied to demoted employees *in reverse*, noting that employees who are demoted may keep their salary until the end of the current fiscal year. Salary will be adjusted for the new fiscal year according to this document.

NEW POSITIONS: A Job Description will be prepared for all new positions by the appropriate department head in cooperation with personnel assigned by the Assistant Superintendent, Human Resource Services. New jobs will be slotted into the current structure based on the level and scope of responsibility, duties performed, and the value of the job in relation to other jobs in the hierarchy. New jobs may be benchmarked to the market if applicable, to assist in the Salary Grade assignment process.

SALARY STRUCTURE ADJUSTMENTS

Salary Structure Adjustments – Personnel assigned by the Assistant Superintendent, Human Resource Services will monitor the local and national markets in order to make recommendations for changes to the salary ranges. Data will be gathered such as annual Consumer Price Index reports, Cost-of-Living adjustment reports, salary surveys from other School Districts and local businesses, and will be reviewed by the Salary Committee and the

Superintendent. A benchmark study will be conducted as determined by the School Board, in order to ensure competitiveness of the salary structure and proper slotting placement of incumbent personnel. Any subsequent adjustments to the general Salary Structure will result in non-union employees moving forward to the new value for their existing Salary Step.

Annual Raises – Employees will be eligible for an annual raise to the next Salary Step based upon the following criteria:

- Must be hired on/by January 15 of the current year.
- Must receive a positive performance evaluation as defined by at least 32 total performance points, based upon the performance categories listed within the Board approved performance tool.
- The value of each rating will be as follows:
 - Outstanding = 5
 - Higher Performance = 4
 - Satisfactory = 3
 - Needs Improvement = 2
 - Unsatisfactory = 1

9 categories on evaluation instrument –

$$9 \times 5 = 45$$

$$9 \times 4 = 36$$

$$9 \times 3 = 27$$

If the employee does not receive at least 32 points on their performance evaluation, he/she will remain on their current Salary Step. If an individual has 2 or more ratings of “unsatisfactory”, he/she will not be eligible for a Salary Step increase. Employees who wish to appeal a performance evaluation that does not result in a Salary Step increase may do so by documenting their concerns and providing the documentation, along with a copy of the evaluation, to the next highest authority within their department. The employee must request a formal meeting with that individual within 10 business days of receipt of the performance evaluation to review and discuss the information. The higher authority will meet with the employee, discuss his/her concerns, and document a formal response to the employee. Copies of all appeals and responses must be provided to HR Services for file retention.

Additional Committee Action – Slotting Review - A request to review the slotting of a position should be submitted by using the Slotting Review Request form, and submitted by the supervisor to the appropriate Associate or Assistant Superintendent. If the appropriate Associate or Assistant Superintendent believes the request merits consideration, he/she should forward the documentation to the Assistant Superintendent of Human Resource Services in March, prior to the budgeting process. If a vacancy occurs prior to March, the request may be submitted earlier.

Slotting review request must include:

- Slotting Review Request form
- Completed Position Description Questionnaire (PDQ)
- Organizational Chart with proper changes indicated
- Current Job Description
- Proposed Job Description
- Any other supporting documentation

Once proper documentation is received by the Assistant Superintendent of Human Resource Services, he/she will review it and if determined appropriate, he/she will submit the request to the Salary Committee for further review and approval.

OTHER PERQUISITES

Birthday and Rotating Holiday Benefit for eligible non-union personnel: The Salary Committee, with the approval of the Superintendent, has approved the application of the following perquisites to eligible personnel: one (1) paid day off in recognition of the employee's birthday, to be used in the month of the employee's birthday during the calendar year, and two (2) rotating holidays to be used in the calendar year. New employees must work at least half of the duty year of service prior to becoming eligible.

Eligible employees are defined as those working in the following positions:

- Senior Staff Assistant
- Secretary – Administrative
- Secretary – Executive
- Secretary - Office

The supervisor and employee should endeavor to work out mutually agreed upon scheduling that will prevent disruption in the workplace, however if mutual agreement is not reached, the supervisor's decision will prevail.

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