

SALARY ADMINISTRATION POLICY

I. Purpose

The purpose of the Salary Administration Policy document is to state McHenry County's compensation processes and procedures that have been established to ensure that the policy is administered fairly and consistently. This policy and associated procedures will not supersede any statutes which regulate the Mental Health Board, and the Board of Health.

II. Statement of Policy

It is the policy of McHenry County to establish and maintain competitive salary ranges consistent with the economic/budgetary requirements of the County which will allow the County to effectively compete for qualified personnel, retain productive employees, and ensure that salaries are equitable and commensurate with the duties performed by each employee. This policy is implemented through the following sections:

A. Position Evaluation

1. Initial Position Evaluation: For each position, a Comprehensive Position Questionnaire (CPQ) will be completed describing all the pertinent factors relating to the position. The department head must sign the form and submit it to the Human Resources Department, where it will be evaluated using the job classification system adopted by the McHenry County Board. The Human Resources Director will notify the department head of the final rating.
2. Position Re-Evaluation Process: Department heads may, at their discretion, request the Director of Human Resources to re-evaluate the classification of a position if, in their opinion, there has been a significant change in job duties, responsibilities and/or qualifications of the position. However, the same position will not be evaluated more than once in any 12-month period. The job re-evaluation process is as follows:
 - a. The department head will review the current Comprehensive Position Questionnaire (CPQ) to ensure that the duties and responsibilities are accurately described.
 - b. Minor additions/revisions can be written in the margin of the current CPQ.
 - c. Major revisions require a supplemental sheet or the completion of a new CPQ.
 - d. Submit the revised analysis and supporting comments/recommendations to the Director of Human Resources.

- e. The outcome of the job evaluation review will be provided to the department head.

B. Position Descriptions

1. Position descriptions (full-time, part-time, seasonal, and temporary) shall be maintained by the Human Resources Department. Position descriptions will be developed by the Human Resources Department, in consultation with the Department Head, from the completed CPQ.
2. Position descriptions will contain a summary description of the position and essential duties performed by incumbents, as well as list the knowledge, skills, and abilities an employee should have in order to succeed in the position. Examples of duties listed in the position description are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similarly related or a logical assignment to the position.
3. The position description does not constitute an employment agreement between the County and the employee and is subject to change as the needs of the County and the requirements of the position change.

C. New Positions

1. A Comprehensive Position Questionnaire (CPQ) must be completed and a position description developed for any new position (not already contained in the current Job Classification System). The completed CPQ must be submitted to the Human Resources (HR) Department. The information provided will be applied to the established McHenry County Job Evaluation System to determine the appropriate classification of the position. When necessary, the consultants will be utilized to assist in determining the appropriate classification of the position.
2. All new positions should be planned for and submitted to the HR Director and the Chief Financial Officer during the budget process. Priority will be given to requests presented in the context of a reorganization that enhances customer service and/or reduces the cost of doing business. New position and reclassification requests submitted during the budget process must be position specific to be considered for funding.
3. If funding is approved during the budget process and the department wishes to use the funding for positions other than the approved position, a resolution authorizing the change will be required by the County Board prior to the change taking place.

4. Mid-year requests for new positions will be considered on a case-by-case basis, and must be approved by the Liaison Committee, the Administrative Services Committee, the Finance and Audit Committee and the County Board.
5. Sections C-1 and C-2 must be completed before any new or reclassified positions can be presented to the appropriate board committees and County Board for approval.

D. Classification System

The County maintains a job classification system (Resolution R-201805-09-113) which contains an inventory of jobs, designated by title, within the various classifications existing at the County. The Classification System consists of a grouping of similar positions into categories of substantially similar complexity and responsibility and general qualifications. All positions will be evaluated and classified in order of their relative value, utilizing the approved evaluation techniques of the McHenry County Job Classification System.

E. Salary structure

The County is committed to maintaining a salary structure, consisting of position grades and salary ranges that will allow the County to effectively compete for qualified personnel and to ensure that salaries/wages are equitable and commensurate with the duties performed by employees.

1. Salary Ranges: All position grades will have a salary/wage range that indicates their minimum, mid/market point, and maximum monetary value. Salary ranges should be broad enough to provide salary/wage growth for competent personnel. That range is currently a 45% increase from min to max.
2. Maintenance: Salary Ranges will be reviewed from a competitive standpoint based on prevailing trends (salary survey data and economic indicators) and the County's ability to pay on an annual basis by the Director of Human Resources. Appropriate changes will be recommended by County Administration and approved by the County Board.
3. Starting Salaries: All new employees will normally be paid the minimum rate in the appropriate salary range. However, the County recognizes that department heads may need flexibility during the hiring process to recruit qualified candidates. The recognition of extraordinary experience or qualifications, labor market demands, or other qualifications of the candidate may justify a higher rate of pay, subject to the following conditions:

Hiring Range

Approval

- Minimum of Salary Range Department Head
- Minimum to 1st Quartile HR Director
- 1st Quartile to Mid/Market County Administrator
- Over Mid/Market County Board or in limited circumstances
County Administrator, and such hires must
be reported to Administrative Services
Committee at the next scheduled meeting.

In no event shall the salary offered exceed the salary range of the grade.

4. Vacant Positions: If a position becomes vacant, steps must be taken to fill it within 90 days. Failure to take the appropriate steps to fill the position within 90 days will result in the position being eliminated. If a department has difficulties filling a vacant position, a request for an extension must be submitted and may be granted by the Director of Human Resources.

A vacancy report will be presented to the Administrative Services Committee on a quarterly basis, where positions having been open for more than 90 days will be reviewed.

Budget is allocated based on position, and not the employee in the position. If budget savings from an unfilled position occurs and is used in any other manner without board approval, the unfilled position will cease to exist and will need to be re-established as a new position in the next budget process.

5. Increased Responsibility Within Grade: When an employee's position takes on increased responsibilities and job duties which would not justify the reclassification of the position, the normal salary increase will be 3% but not greater than 6% of the employee's current salary. In no case can the increase exceed the budgeted amount of the position without approval of the County Board.
6. Promotions: A promotion is considered advancement into a job classification that is at least one (1) salary grade higher than the employees' current position. A completed performance appraisal will be required anytime an employee is promoted.
 - a. At the time of promotion, an employee is normally eligible for a salary adjustment based upon the following considerations:
 - The employees' performance history.

- The amount of additional responsibility, including education and training required for the new position.
 - The location of the employees' current salary in the new salary range.
 - Internal equity.
 - Departmental budgetary constraints.
 - Employee qualifications and experience.
- b. Salary upon promotion will be determined by the Department Head, the Director of Human Resources, and the County Administrator. The typical increase will be between 3% and 6%, but current labor market conditions may warrant additional consideration.
- c. Union employees who are hired into a non-union position, or employees who are promoted to a position within another department will be treated as a new hire and will follow the rules outlined in section II.E.3.
7. Transfers: A transfer is defined as a reassignment of an employee from a position in one pay range to a position in the same pay range. The employee will retain the same rate of pay regardless if the transfer entails a change of departments. A completed performance appraisal will be required anytime an employee is transferred.
8. Demotion: A demotion is defined as an assignment to a position in a lower salary range regardless of the reasons for the change. A completed performance appraisal will be required anytime an employee is demoted. The salary adjustment will never be less than the minimum of the new range assignment nor be greater than the salary before demotion. The appropriate salary will be determined by the department head and the Director of Human Resources.
9. Trainee Status: If an applicant does not fully meet the minimum educational or certification requirements (but will within six (6) months of hire), the applicant may be hired at up to 10% below the minimum of the salary range. Once the applicant has met the minimum requirements, they will be brought to the minimum of the salary range. The applicant will not be eligible for a merit increase during the trainee status period.
10. Reclassification: A position that is reevaluated (in accordance with Section II.A.2: Position Re-Evaluation Process) and moves into a higher salary grade will be considered a promotion and normally results in a salary increase not to exceed 6% of the employees' current salary. If the minimum of the new salary range is higher than the proposed promotional increase, the employee shall be moved to

the new minimum of the salary range. A position that is reevaluated (in accordance with the Job Evaluation Review Process) and moved into a lower salary grade will not be considered a demotion, but the incumbent employee's salary will be limited by the salary range of that grade.

In accordance with established practice, all requests for position reclassifications should be planned for and submitted to the Director of Human Resources and the Chief Financial Officer during the budget process.

Mid-year requests for reclassifications must follow the Job Evaluation Review Process and any resulting reclassifications must be approved by the Liaison Committee, the Administrative Services Committee, The Finance and Audit Committee, and the County Board.

To eliminate confusion in the calculation of merit dollars for departments, the County Board has issued a moratorium on all reclassification requests outside of the budget process for the months of October, November, and December.

11. Mid-Year Salary Adjustments: For department heads/elected officials who wish to reward an employee for exceeding job expectations during the fiscal year, a completed performance appraisal and a resolution will be required to be presented to the Liaison Committee, the Administrative Services Committee, the Finance and Audit Committee and the County Board requesting said salary adjustment. Once board approved, the department head/elected official should submit a payroll advice sheet to the Human Resources Department with a copy of the approved resolution (resolution must have index number as assigned by the County Clerk).

To eliminate confusion in the calculation of merit dollars for departments, the County Board has issued a moratorium on all salary adjustment requests outside of the budget process for the months of October, November, and December.

F. Performance appraisals

The County established performance appraisal system is a mechanism to document and measure individual job performance, to promote individual job knowledge, and skill development for career advancement.

A formal performance appraisal will be conducted for all employees on an annual basis. However, management staff is encouraged to provide both positive and corrective feedback on an ongoing basis to the employees they supervise.

A completed performance appraisal will be required in the submission of any employee promotion, transfer, demotion, or mid-year salary adjustment.

The completed performance appraisal document will become a part of the employees permanent personnel file maintained in the Human Resource Office.

G. Merit increase system.

The County has adopted a merit increase system to implement its pay-for-performance policy.

While position evaluation determines the relative worth of the position to the organization, and while performance appraisal determines the level of employee job performance, the merit system determines the level of employee reward. Merit increase percentages, as a percent of base salary, are established each year corresponding directly to a job performance level.

The merit award percentages will be recommended by the County Administrator for the approval of the County Board based first on budget considerations and then on competitive market conditions.

Employees who are at the top of their pay range will not receive an increase in base wages, but will be eligible, based on performance, for a lump sum payment.