

RESOLUTION 2022-11

A RESOLUTION ADOPTING THE COMPENSATION WAGE AND SALARY ADMINISTRATION PLAN, PAY GRADE, AND PAY SCALE FOR LINCOLN COUNTY EMPLOYEES.

BE IT RESOLVED BY THE BOARD OF LINCOLN COUNTY COMMISSIONERS, LINCOLN COUNTY, KANSAS that the Compensation Wage and Salary Administration Plan, Pay Grade, and Pay Scale copy of which is attached to this resolution is hereby approved and adopted.


That the effective date of the Compensation Wage and Salary Administration Plan, Pay Grade, and Pay Scale for all employees of Lincoln County, Kansas, except elected officials, shall be effective March 7, 2022.


That a copy of the Compensation Wage and Salary Administration Plan, Pay Grade, and Pay Scale rules and regulations governing appointment and employment to positions in the Pay Scale, together with salary ranges, shall be kept on file in the office of the Human Resource Officer.

That a copy of the Compensation Wage and Salary Administration Plan, Pay Grade, and Pay Scale shall also be incorporated into the Lincoln County Employee Handbook as Appendix C.

ADOPTED BY THE BOARD OF COUNTY COMMISSIONERS OF LINCOLN COUNTY, KANSAS, and approved this 7th day of March, 2022.

BOARD OF COUNTY COMMISSIONERS
OF LINCOLN COUNTY, KANSAS



Dennis Ray, Chairman


Darrell K. Oetting, Vice-Chairman


Randy Lohmann, Member



Attest:


Dawn M Harlow, County Clerk

COMPENSATION

Wage and Salary Administration

Policy

To attract and retain qualified employees to fill openings at all levels, it is Lincoln County's policy to maintain fair and competitive salary ranges consistent with the economic requirements of Lincoln County, and commensurate with those of the community in which Lincoln County operates.

Objectives

1. To obtain the highest possible degree of employee performance, morale, and loyalty through fair and equitable salary administration.
2. To ensure internal equity and consistency within and between all departments of Lincoln County.
3. To ensure external competitiveness by developing and maintaining compensation levels reflective of current market rates of pay.
4. To provide an effective means of controlling payroll costs and salary expenditures.
5. To provide recognition and reward for differences in individual ability and performance.
6. To provide uniform methods for establishing and applying salary rates, and to facilitate the employment, classification, and promotion of salaried personnel.

Procedures

Lincoln County uses an organized and systematic method of classifying jobs and administering salaries to ensure that pay levels are competitive and internally equitable.

1. Job Analysis

Job analysis is a systematic process of determining the tasks that constitute a particular job and the skills and knowledge required to perform it. The result of job analysis is a job description, which is a factual description of the job's essential and nonessential functions and the qualifications necessary to perform the job. All jobs are analyzed so that an accurate job description may be produced.

For newly created jobs or jobs that have undergone a significant amount of change, the Department Head and employee will work with the Human Resource Officer to complete a job analysis questionnaire. The Human Resource Officer will develop the job description by relying on the questionnaire data and interviewing the Department Head and incumbent. The resulting job description must be reviewed and approved by the Board of County Commissioners. Human Resource Officer will provide the appropriate document for completion and review by the consulting compensation and classification vendor. At this same time, the Human Resource Officer will complete an Exempt Status Survey to determine if the job should be classified as exempt or non-exempt as defined by the Fair Labor Standards Act.

Job descriptions are reviewed annually to identify changes in the job duties or requirements. Any changes to the job description will be reviewed with the employee.

All employees are given a copy of their job description when they are hired as well as if/when any subsequent changes are made to the job description.

2. Job Evaluation

Job evaluation is a means of determining how jobs should be ranked on the basis of the training required, the complexity of the work involved, and the responsibility the employee must bear for the results of the work.

The Board of County Commissioners has adopted job evaluation procedures that use job-content information and data from relevant labor markets to establish a ranking for each job. Ranking for each job is determined by establishing a point value for compensable job factors. By calculating the total point value, Lincoln County can compare the relative value of jobs with different types of duties and responsibilities. Jobs with similar levels of responsibility and requiring similar levels of knowledge, skill, and ability have similar point values. Ranges of point values are associated with salary grades.

3. Salary Structure

A salary structure is a system of pay grades and ranges. Point values derived from the job evaluation process are associated with particular pay grades. Each grade level includes a range with a specified minimum amount, midpoint, and maximum amount. The salary structure is reviewed biennially and adjusted as needed based on the results of the review.

For grades 10-15, the minimum is 20% below the midpoint and the maximum is 20% above the midpoint, with a 5% progression between the midpoints of the salary grades. For grades 30-35, the minimum is 20% below the midpoint and the maximum is 20% above the midpoint, with a 10% progression between the midpoints of the salary grades. For executive grades 40-41, the minimum is 20% below the midpoint and the maximum is 20% above the midpoint, with a 10% progression between the midpoints of the salary grades.

Factors generally to be considered in setting pay levels for a position include knowledge, skills, abilities required for the position, pay levels in the community, working conditions, special licenses and training required, scope of responsibility, management responsibility, and budget responsibility.

Factors generally to be considered in setting the pay for a particular employee include experience, performance, education, licenses, working conditions, tenure, scope of responsibility, management responsibilities, and budget responsibilities.

Employee pay rates placed near the minimum typically reflect employees new to the job or who meet minimum qualifications but might not have preferred qualifications. Employees pay rates near the middle of the range usually reflect employees who have mastered the basic intent of the job and are performing the duties of the job at a satisfactory level.

Employees pay rates near the maximum indicate highly experienced employees who perform their job duties at a consistently high-performance level.

4. Job Classification

Job classification is the result of the three previous steps. It simply means properly matching each employee to the appropriate job description and grade level.

The hiring rate should not be less than the minimum rate for the position and not more than the first quartile, unless the applicant possesses qualifications clearly exceeding those generally required for the position, or competitive conditions in the area indicate the starting rate should be increased. Exceptions require approval by the Board of County Commissioners.

To request a position's grade classification be reviewed due to significant change in job responsibilities, the department head or elected official shall request a review to the Human Resource Officer. HR will provide the appropriate document for completion and review by the consulting compensation and classification vendor. If a grade change is recommended, it will be changed upon approval by the Board of County Commissioners.

Pay for Performance Increases

Pay for performance increases are in-grade adjustments in salary granted for increased proficiency and/or changes in position content which are not sufficient to warrant reclassification. Length of service may be considered in assessing proficiency, but it shall not be the determining factor. Pay for performance increases will vary according to each employee's overall performance appraisal ranking and Lincoln County's total allotted pay for performance budgeted percentage/amount.

Pay for performance increases may be granted once each year unless extraordinary circumstances indicate an additional raise is merited. The Board of County Commissioners must approve all increases and will determine effective date for such increases.

In administering this policy, it should be remembered that salary increases are earned and not automatic, nor are they entitlements. The employee's attitude and performance on the job should always be the governing factors in determining the amount and time interval in granting salary increases.

Each succeeding pay increase within the range should be considered in the light of increasingly higher standards of performance. The midpoint in the range is considered to be a fair and equitable rate of compensation for an employee who is fully qualified from the standpoint of training and experience, and whose demonstrated performance on the job over a period of time is entirely satisfactory in all respects. The third quartile of the salary range is the portion which is considered an equitable rate of compensation for an employee who has consistently demonstrated above-average performance on the job over a long period of time, and/or for an employee whose potential for advancement to the next higher salary group is assured. The fourth quartile of the salary range is a control point in which the salaries of not more than 20 percent of the employees in any section, group, department, or division may be administered. This portion of the salary range is to be reserved for administering the salaries of employees whose achievements are seldom equaled, whose performance is consistently rated excellent, and/or for an employee whose potential for advancement several salary groups higher has been tested and determined.

Performance appraisal ratings and examples are an integral part of Lincoln County's compensation philosophy influencing pay for performance increases. Performance appraisals use job descriptions, performance standards and work/performance logs to determine if employees are meeting the employer's expectations. Pay-for-performance increases are not limited to a specific percentage based on achieving a certain rating, rather Lincoln County's pay for performance policy increases employee wages/salaries based on comparative performance and achievement that advance Lincoln County and Department goals.

New Hire

When a person is hired by the county for a regular full-time or part-time position, the salary will be at step 1 of the appropriate grade. If deemed and justified by the department head and Human Resource officer, an employee may be paid at a higher step up to step 7. Factors considered will be experience, skills, knowledge, review of similarly hired positions, a survey or the market for competitive positions and how the additional cost will be funded. Any step recommended at step 8 or above, approval must be given by the Board of County Commissioners. No advancement in steps is allowed unless approved by the Board of County Commissioners. When the internal equity is affected by the external market and hiring of a new employee of similar knowledge, skills and training, employees in the same job title may be adjusted to a higher step at the approval of the Board of County Commissioners.

Upon completion of the employee's initial 6-month performance evaluation, the Department Head may grant up to a 1 step increase for satisfactory performance. At the end of the first year or employment, the Department head may grant up to an additional 1 step increase for satisfactory performance.

Promotion

Promotion is the advancement from a position in one pay grade to another in a higher pay grade. When promoted, the new salary should be as much above the minimum salary as is necessary to provide a reasonable promotional increase. Normally, promotional increases should not be less than 7 percent nor more than 15 percent of the employee's current pay rate. Where unusually large promotions are involved, with an increase in excess of 7 percent, the amount of increase should be equitably split and granted in two stages not exceeding an interval of six months. Promotions in excess of 15 percent require prior approval of the Board of County Commissioners.

A promoted employee may be paid a rate less than the base salary for the new position when, in the judgment of the Department Head, the incumbent's qualifications have not yet been proven. Probationary periods of this nature, however, should not exceed six (6) months if the employee continues in the position. Promotions at salary rates below the minimum of the salary range require the approval of the Board of County Commissioners.

Reclassification

Reclassifications may be made when a major change in the position content occurs, or when the incumbent in the position relinquishes or assumes substantial responsibilities. When a position warrants reclassification, it will be re-described and reevaluated and assigned to the proper position classification. If, as a result of reevaluation, a position is changed to a higher or lower pay grade, the incumbent's salary should be adjusted to reflect the promotion or demotion, as the case may be. When a position is upgraded because of a change in marketplace value, this is not a promotional increase. The only salary change is an adjustment to bring the incumbent(s) up to the minimum of the new grade should the current salary be below the minimum of the new grade established.

Transfers

Transfers may be affected from one position to another within the same pay grade, or from a position in one department to a position of equal value in another department. An employee will not be transferred to a new or revised position until the position has been described, evaluated, and approved. An employee will not receive an adjustment in salary unless a promotion is involved.

Lincoln County Pay Scales - Official

	Min	Mid	Max
10	\$10.40	\$13.00	\$15.60
11	\$10.95	\$13.65	\$16.40
12	\$11.50	\$14.35	\$17.25
13	\$12.10	\$15.10	\$18.15
14	\$12.75	\$15.90	\$19.10
15	\$13.40	\$16.70	\$20.05

	Min	Mid	Max
30	\$13.76	\$17.20	\$20.64
31	\$15.14	\$18.92	\$22.71
32	\$16.65	\$20.82	\$24.98
33	\$18.32	\$22.90	\$27.48
34	\$20.15	\$25.19	\$30.23
35	\$22.17	\$27.71	\$33.25

	Min	Mid	Max
40	\$28.82	\$36.02	\$43.23
41	\$31.70	\$39.63	\$47.55

Approved by:

Print Name

Title

Signature

Date

Grade & Step System

Grade & Step

10	\$10.40	\$10.56	\$10.72	\$10.88	\$11.04	\$11.21	\$11.38	\$11.55	\$11.73	\$11.91	\$12.09	\$12.27	\$12.46	\$12.65
11	\$10.95	\$11.12	\$11.28	\$11.46	\$11.63	\$11.80	\$11.98	\$12.17	\$12.35	\$12.54	\$12.73	\$12.92	\$13.12	\$13.31
12	\$11.50	\$11.67	\$11.85	\$12.03	\$12.21	\$12.40	\$12.59	\$12.78	\$12.97	\$13.17	\$13.37	\$13.57	\$13.77	\$13.98
13	\$12.10	\$12.28	\$12.47	\$12.66	\$12.85	\$13.04	\$13.24	\$13.44	\$13.65	\$13.85	\$14.06	\$14.28	\$14.49	\$14.71
14	\$12.75	\$12.94	\$13.14	\$13.34	\$13.54	\$13.75	\$13.95	\$14.17	\$14.38	\$14.60	\$14.82	\$15.04	\$15.27	\$15.50
15	\$13.40	\$13.60	\$13.81	\$14.02	\$14.23	\$14.45	\$14.67	\$14.89	\$15.11	\$15.34	\$15.57	\$15.81	\$16.05	\$16.29
30	\$13.76	\$13.97	\$14.18	\$14.40	\$14.62	\$14.84	\$15.06	\$15.29	\$15.52	\$15.76	\$16.00	\$16.24	\$16.48	\$16.73
31	\$15.14	\$15.37	\$15.60	\$15.84	\$16.08	\$16.32	\$16.57	\$16.82	\$17.07	\$17.33	\$17.60	\$17.86	\$18.13	\$18.41
32	\$16.65	\$16.91	\$17.16	\$17.42	\$17.69	\$17.95	\$18.23	\$18.50	\$18.78	\$19.07	\$19.36	\$19.65	\$19.95	\$20.25
33	\$18.32	\$18.60	\$18.88	\$19.17	\$19.46	\$19.75	\$20.05	\$20.35	\$20.66	\$20.97	\$21.29	\$21.61	\$21.94	\$22.27
34	\$20.15	\$20.46	\$20.77	\$21.08	\$21.40	\$21.73	\$22.06	\$22.39	\$22.73	\$23.07	\$23.42	\$23.78	\$24.14	\$24.50
35	\$22.17	\$22.50	\$22.85	\$23.19	\$23.54	\$23.90	\$24.26	\$24.63	\$25.00	\$25.38	\$25.77	\$26.16	\$26.55	\$26.95
40	\$28.82	\$29.26	\$29.70	\$30.15	\$30.61	\$31.07	\$31.54	\$32.02	\$32.50	\$33.00	\$33.50	\$34.00	\$34.52	\$35.04
41	\$31.70	\$32.18	\$32.67	\$33.16	\$33.67	\$34.18	\$34.70	\$35.22	\$35.75	\$36.30	\$36.85	\$37.40	\$37.97	\$38.55
10	\$12.84	\$13.03	\$13.23	\$13.43	\$13.63	\$13.84	\$14.05	\$14.26	\$14.48	\$14.70	\$14.92	\$15.15	\$15.38	\$15.60
11	\$13.52	\$13.72	\$13.93	\$14.14	\$14.35	\$14.57	\$14.79	\$15.02	\$15.24	\$15.47	\$15.71	\$15.95	\$16.19	\$16.40
12	\$14.19	\$14.41	\$14.63	\$14.85	\$15.07	\$15.30	\$15.53	\$15.77	\$16.01	\$16.25	\$16.50	\$16.75	\$17.00	\$17.25
13	\$14.94	\$15.16	\$15.39	\$15.62	\$15.86	\$16.10	\$16.35	\$16.59	\$16.84	\$17.10	\$17.36	\$17.62	\$17.89	\$18.15
14	\$15.74	\$15.98	\$16.22	\$16.46	\$16.71	\$16.97	\$17.22	\$17.48	\$17.75	\$18.02	\$18.29	\$18.57	\$18.85	\$19.10
15	\$16.54	\$16.79	\$17.04	\$17.30	\$17.57	\$17.83	\$18.10	\$18.38	\$18.65	\$18.94	\$19.22	\$19.51	\$19.81	\$20.05
30	\$16.99	\$17.24	\$17.51	\$17.77	\$18.04	\$18.31	\$18.59	\$18.87	\$19.16	\$19.45	\$19.74	\$20.04	\$20.35	\$20.64
31	\$18.69	\$18.97	\$19.26	\$19.55	\$19.85	\$20.15	\$20.45	\$20.76	\$21.08	\$21.39	\$21.72	\$22.05	\$22.38	\$22.71
32	\$20.56	\$20.87	\$21.18	\$21.50	\$21.83	\$22.16	\$22.50	\$22.84	\$23.18	\$23.53	\$23.89	\$24.25	\$24.62	\$24.98
33	\$22.61	\$22.95	\$23.30	\$23.66	\$24.01	\$24.38	\$24.75	\$25.12	\$25.50	\$25.89	\$26.28	\$26.68	\$27.08	\$27.48
34	\$24.88	\$25.25	\$25.64	\$26.02	\$26.42	\$26.82	\$27.22	\$27.64	\$28.06	\$28.48	\$28.91	\$29.35	\$29.80	\$30.23
35	\$27.36	\$27.78	\$28.20	\$28.63	\$29.06	\$29.50	\$29.95	\$30.40	\$30.86	\$31.33	\$31.80	\$32.28	\$32.77	\$33.25
40	\$35.57	\$36.11	\$36.66	\$37.21	\$37.78	\$38.35	\$38.93	\$39.52	\$40.12	\$40.73	\$41.34	\$41.97	\$42.61	\$43.23
41	\$39.13	\$39.72	\$40.32	\$40.94	\$41.56	\$42.19	\$42.82	\$43.47	\$44.13	\$44.80	\$45.48	\$46.17	\$46.87	\$47.55

Department	Common Name	Job Grade
Transportation	Bus Driver	12
Ambulance	Emergency Medical Technician (EMT)	13
Clerk	Clerk/Secretary	13
Sheriff	Dispatcher	13
Health Department	Financial Clerk WIC	13
Health Department	Office/Insurance Clerk	13
Highway	Truck Driver	13
Landfill	Landfill Worker	13
Treasurer	Clerk/Secretary	13
Administration	Janitor/Maintenance	14
Ambulance	Emergency Medical Technician - Advanced (AEMT)	14
Appraiser	Clerk/Secretary Appraiser	14
Sheriff	Dispatcher/TAC	14
Health Department	Licensed Practical Nurse - LPN	14
Highway	Equipment Operator	14
Highway	Operator/Truck Driver	14
Noxious Weeds	Noxious Weed Sprayer	14
Ambulance	Paramedic	15
District Attorney	Legal Office Manager	15
Highway	Office Manager	15
Highway	Equipment Operator - Bridge	15
Transportation	Bus Director	15
Clerk	Deputy County Clerk	30
Highway	Mechanic	30
Highway	Operator/Mechanic	30
Sheriff	Jailer	30
Sheriff	Jailer/LASO	30
Treasurer	Deputy County Treasurer	30
Ambulance	Registered Nurse - RN	31
Health Department	Registered Nurse - RN	31
Highway	Bridge Foreman	31
Landfill	Director - Landfill	31
Noxious Weeds	Director - Noxious Weed	31
Sheriff	Deputy - Patrol	31
Elected	Register of Deeds	32
Ambulance	Director - Emergency Medical Services	33
Sheriff	Lieutenant	33
Appraiser	Appraiser	34
Elected	County Clerk	34
Elected	County Treasurer	34
Emergency Management	Director - Emergency Management	34
Human Resources	Human Resource Officer	34
Health Department	Health Administrator	35
Highway	Director - Highway	35
Sheriff	Undersheriff	35
Elected	County Commissioner	40
Elected	Sheriff	40
Elected	County Attorney	41