



**SECTION 24. HUMAN RESOURCES**

**24.10 PAY ADMINISTRATION**

**AUTHORITY.** Approved by the BCC on August 23, 2005  
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**I. PAY ADMINISTRATION POLICY**

**A. PURPOSE.** The classification plan is an occupational inventory of positions within county government. It is a fundamental tool of personnel administration in that it makes possible standardization of class titles for purposes of personnel recordkeeping, pay administration, organizational structure and related personnel administrative objectives.

**B. ELIGIBILITY.** All permanent employees of Seminole County Government Board of County Commissioners fall within the guidelines as set forth herein.

**C. PHILOSOPHY OF PAY.**

1. Seminole County Board of County Commissioners utilizes a broadband pay plan that strives to compensate employees at the market rate (100% compa-ratio) within 3 to 5 years commensurate with experience so that a qualified, responsive workforce may be hired and retained.

2. Seminole County will support the compensation philosophy of competitive salaries by annually a) awarding merit based on performance (subject to Board of County Commissioners' approval), b) conducting market surveys, and c) providing salary analysis/budget recommendations.

**D. ESTABLISHMENT OF PAY LEVELS.** Pay levels are established two-fold: 1) Positions that are substantially similar with respect to duties, responsibilities, authority and character of work are included within the same classification, and the same schedules of compensation may be made to apply with equity under like working conditions to all positions in the same classification. 2) Once like classifications have been assigned to pay bands, the second consideration is salary paid for these classifications in the market from which they are recruited.

**E. PAY LEVEL ADJUSTMENTS.** Pay bands may be adjusted annually in accordance with the philosophy of pay for Seminole County and the County's budgetary needs. The Human Resources Division Manager will recommend adjustments in the salary schedule to the County Manager for approval and adoption by the Board of County Commissioners. The adjustments do not change the pay bands to which jobs are assigned nor do they result in automatic changes to individual salaries unless salaries drop below the new pay band minimum and the incumbent is performing at the 'good' rating.



**F. JOB DESCRIPTION AND JOB EVALUATION PROCESS.**

1. An employee completes a Position Information Questionnaire (PIQ). This form is used to assess the level of responsibility, knowledge, and other factors of the position. This form is a tool wherein mathematical computations are determined based on various factors of the job. The factors equate to a point value from which a pay band assignment is determined.

2. Job descriptions are developed from the Position Information Questionnaire. Completed job descriptions may be found on the internet site for the Human Resources Division ([www.seminolecountyfl.gov/employment](http://www.seminolecountyfl.gov/employment)).

**G. RELATIONSHIP OF PERFORMANCE TO PAY.**

1. All career service employees receiving a performance evaluation rating of “good” or above will receive an increase in an amount to be budgeted annually to approximate the cost of living. The amount of the annual adjustment is determined during the annual budget process. At-will employees are not eligible for annual adjustments.

2. Merit and market adjustments will be determined during the annual budget process. Career service employees who receive a performance rating of “top performer” or “outstanding performer” may receive a merit increase. Career service and at-will employees who are over 100% compa-ratio may elect to receive the merit increase in the form of a one-time bonus that will be excluded from the salary base. All other adjustments must be accomplished within budgeted funds (i.e. market adjustments for good performers or hire in salary above the departing incumbent’s level).

3. At-will employees may receive a merit increase based upon their performance evaluation in the same manner as currently structured (combined annual adjustment and merit award). All other adjustments must be accomplished within budgeted funds (i.e. market adjustments or hire in salary above the departing incumbent’s level).

**H. LUMP SUM PAYMENT.** A lump-sum payment is a one-time monetary award given to an employee, separate from base salary. A lump-sum payment may be the amount of an increase which extends beyond the pay band maximum.

**I. REVIEW SCHEDULES.** An employee must serve an initial probationary period. Permanent employees receive in their first year of employment evaluations at three months, six months, and one year.

**J. DEFINITION OF TERMS.**

Broadband – A broadband is a single, large salary range spanning the pay opportunity formerly covered by several separate salary ranges. A broadband structure classifies jobs into a few wide bands, rather than many narrowly defined salary ranges. Seminole County’s band structure is an 85% spread from minimum to maximum.



Compa-ratio – A percentage determined by taking the current salary and dividing it by midpoint.

Job Analysis -- The process of gathering sufficient information about a position to fully understand its function, duties, responsibilities, requirements, and environment. Additionally, a position's exemption status (paid for overtime or not) is determined under Fair Labor Standards Act guidelines.

Job Description -- A job description is a record of the information gathered during the job analysis process. Employees who hold the job are responsible for updating their job descriptions. This is best accomplished through completion of a Position Information Questionnaire (PIQ). Seminole County's job descriptions are available on both the intranet/internet. The Human Resources Division is responsible for job description maintenance.

Market rate – The rate paid based on a percentage as determined by the organization. Seminole County agrees to pay at the 50th percentile which is the median wage or value below which fifty percent of workers in an occupation earn.

Reclassification – A reclassification is a request to move a position classification to a higher pay band based on a 25% or more change in type of job duties.

**K. PROCESSES.**

1. Promotion – A change in positions is considered a promotion when the pay band of job classification has changed. An employee who is promoted may receive an increase in pay not to exceed the maximum upward of the new pay band.

2. Transfer – A transfer is defined as moving to another position in the same or lower pay range. The job title may or may not change. Employees transferring may continue to retain their current rate of pay provided it does not exceed the maximum of the pay band. Salary increases are not generally associated with lateral transfers; however, exceptions may be considered by the Department Director with approval of the Human Resources Division Manager.

3. Demotion – A demotion is a change in positions where the position the employee is moving to is in a lower pay band. This may occur voluntarily or involuntarily. Employees transferring may continue to retain their current rate of pay provided it does not exceed the maximum of the pay band.

4. Reclassification – A reclassification is a position's movement to either a lower or higher pay band as a result of change to the duties performed and the value placed therein. The salary of the member must remain at or above the minimum of the new pay grade and shall not exceed the maximum of the new pay grade.

**L. APPROVAL AUTHORITY.** Promotions, transfers, and demotions are approved by the receiving Department Director. Title changes, if within the same pay band, may also be approved at the department director level. The reclassification process is conducted once annually concurrent with the annual budget cycle in the spring. A section entitled Classifying Jobs covers the complete reclassification process.



**M. MAINTENANCE OF THE PAY AND CLASSIFICATION PLAN.** The Plan shall be maintained so that all positions substantially similar with respect to duties, responsibilities, authority and character of work are included within the same classification, and that the same schedules of compensation may be made to apply with equity under like working conditions to all positions in the same class.

**II. CLASSIFYING JOBS**

**A. DEFINITION.** Position classification is the determination of the appropriate classification for a position based upon the work assigned. There are two types of classification – assignment of **new positions** and **reclassification of existing positions**.

**B. PROCESS.**

1. New positions and reclassifications are considered each fiscal year during the budget process and changes are effective commencing the first day of the new fiscal year.

2. The initiating department first has a conversation with their HR generalist and presents the facts as to why a job review is being requested. The HR generalist will assist in evaluating the request and may assist the department in putting together the necessary documents to be submitted to begin the process.

3. For reclassification consideration, the department must submit the following documents:

(a) A cover memo (see sample) indicating the department's request for a job review. Provide a brief explanation as to why the job review is being requested. Reasons may include:

(i) a restructuring of the positions within a department (reorganization);

(ii) one position may have taken on additional duties and responsibilities (upward reclassification);

(iii) the level of duties has dramatically decreased (downward reclassification);

(iv) the current job title does not accurately reflect the duties of the position.

(b) A completed Position Information Questionnaire (PIQ). This form is available on the Seminole County Intranet under Resource Management Department/Human Resources Division, Forms.

(c) The current and proposed job descriptions. The proposed job description should be provided in duplicate: one printed copy to be included with the PIQ packet; and one digital copy emailed as an attachment to the Compensation Coordinator.



(d) The current and proposed organizational structure for the affected division or department.

(e) This packet is forwarded to the Human Resources generalist.

(f) Packets received incomplete will be returned to the requesting department. Reclassification requests will not be considered unless the written request and all related documents/information are provided by the deadline established each year by the Human Resources Division.

4. The Human Resources generalist reviews the request and forwards to the Compensation Coordinator.

5. The Compensation Coordinator reviews the request for completeness. To ensure integrity of the Classification Plan and to maintain internal equity, after initial evaluation of the PIQ, a thorough research and review of existing classifications within the class series, division/department-wide, or county-wide is conducted to determine: (1) If the initial evaluation is commensurate with similar jobs, or (2) If there is an existing position within division/department who is responsible for proposed duties described. At this time, if necessary, market data will be collected.

6. Market data collected by sources other than the Human Resources Division will not be taken into consideration.

7. An appointment is then scheduled by the Compensation Coordinator with the HR generalist who is assigned to the department making the request. If necessary, the HR generalist will collect from the department additional data.

8. Each HR Generalist will prepare a one-page summary (see samples) on behalf of their department(s) for each reclassification. This summary will contain:

- From and To Position Title
- From and To Pay Band
- Nature of Change Being Requested
- Funding Impact

9. A meeting is scheduled for the department representatives to explain the reason for their request. Participants include a department representative, the HR Generalists, Human Resources Division Manager, Compensation Coordinator, County Manager, Deputy County Manager, Resource Management Department Director or Resource Management Analyst. A specific time slot will be designated for the department's presentation with a question/answer session. All parties in attendance at this meeting shall remain objective and impartial.

10. The recommendation for approval by the Human Resources Division will be decided at a separate meeting. The HR Generalists, Human Resources Division Manager, and Compensation Coordinator will meet to discuss all the reclassification requests and will, by consensus, make their recommendation.



11. The one-page summaries will be compiled into a packet for the Reclassification Hearing Meeting and Budget Consensus Hearings. Only reclassifications with the Human Resources Division's recommendation for approval will be presented to the Budget Consensus Hearings.

12. A report will be presented to the County Manager for final approval and signature. The County Manager is the final authority in the reclassification process.

13. For reclassification requests processed outside of the normal budget process, a 30-minute meeting will be conducted. The parties to attend include the Human Resources Division Manager, Deputy County Manager, Assistant County Manager, Compensation Coordinator, department's HR Generalist, as well as the requesting department director. The recommendation of the request will be determined from this meeting and presented to the County Manager for approval or denial.

(DEPARTMENT LETTERHEAD)

**SAMPLE MEMORANDUM REQUESTING  
POSITION RECLASSIFICATION**

Date

TO: Human Resources Division Manager

FROM: Department Director

**Reclassification Request**

The (department name) is undergoing a reorganization. The following positions are impacted by the proposed changes:

FROM (list)	TO	INCUMBENT
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For those positions that have a proposed upward band change, funding of a 5% increase from one-percent adjustment monies is available. The total dollar impact is \$\_\_\_\_\_. For those positions being reclassified downward, a salary adjustment is to occur only if the employee's present salary exceeds the maximum of the proposed pay band.

The completed Position Information Questionnaire (PIQ) packet is enclosed.

**-OR-**

The (job title), incumbent (name), has taken on added duties and tasks during the last three years. Because of these new responsibilities, I am requesting the Human Resources Division conduct a job audit for possible reclassification. No salary change is being requested.

The completed Position Information Questionnaire (PIQ) packet is enclosed.

**-OR-**

Tasks performed by the incumbent have been reduced and a downward reclassification is being considered. A salary reduction is not being requested. The completed Position Information Questionnaire (PIQ) packet is enclosed.

Please direct any questions you may have regarding this request to (Name), (Phone No.).

**Classification of a New Position**

This department is requesting Board approval of a new position. The appropriate classification and salary range must be assigned to this position.

A completed Position Information Questionnaire (PIQ) is attached which outlines the duties and responsibilities to be assigned to an employee in this position.

Please review the questionnaire and initiate the classification process.



**Classifying Jobs  
Timeline for Reclassification Process  
Budget Year 2004/2005**

<b>Date</b>	<b>Process</b>
March 14 <sup>th</sup>	Job review request to be delivered to HR generalist.
March 15 <sup>th</sup> to March 18 <sup>th</sup>	HR generalist to review request with their department(s) and HR Division Manager.
March 22 <sup>nd</sup> to April 1 <sup>st</sup>	HR generalist to meet with Compensation Coordinator to review request.
April 4 <sup>th</sup> to April 29 <sup>th</sup>	Compensation Coordinator to evaluate requests.
May 4 <sup>th</sup> and 5 <sup>th</sup>	The Human Resources Division to meet with each department as scheduled. At this time, the departments will present their 'case' for consideration.
May 13 <sup>th</sup>	Deadline for Compensation Coordinator to finalize all job review packets.
May 24 <sup>th</sup>	Budget Consensus Hearings: