

COUNTY OF WASHINGTON

BOARD OF COMMISSIONERS

COMMISSIONERS:

D. COLE PHELPS, CHAIR
JENNIFER C. RIDDICK, VICE-CHAIR
TRACEY A. JOHNSON
WILLIAM "BILL" R. SEXTON, JR.
JULIUS WALKER, JR.



POST OFFICE BOX 1007
PLYMOUTH, NORTH CAROLINA 27962
OFFICE (252) 793-5823 FAX (252) 793-1183

ADMINISTRATION STAFF:

CURTIS S. POTTER
COUNTY MANAGER/ COUNTY ATTORNEY
cpotter@washconc.org

JULIE J. BENNETT, CMC,
NCMCC
CLERK TO THE BOARD
jbennett@washconc.org

RESOLUTION 2020-029

To Amend the Washington County Personnel Policy Article IV Section I: Compensation and Pay Plan Policies

WHEREAS, in recent years the Board of County Commissioners has identified and discussed an increasing need to more proactively address growing challenges Washington County faces in recruiting and retaining qualified employees, in order to improve employee morale, as well as the overall quality, efficiency and effectiveness of public services provided to its citizens by such employees; and

WHEREAS, Washington County maintains a compensation system and pay plan pursuant to Article IV of its Personnel Policy adopted August 17th, 2009 (the "Personnel Policy"), as subsequently amended; and

WHEREAS, the Board of County Commissioners directed the County Manager in January of 2020 to conduct a comprehensive compensation study in order to review currently established pay grades/ranges in comparison to neighboring jurisdictions and similar surrounding counties, and to make proposals regarding potential modifications to the current compensation system and pay plan aimed at addressing the recruitment and retention issues referred to above; and

WHEREAS, after careful consideration and discussion of the compensation study and proposals presented by the County Manager, the Board of County Commissioners desires to modify and amend the Personnel Policy in order to formally define and adopt an employee salary schedule step progression system as part of the Personnel Policy; and

WHEREAS, in doing so, it is the intent of the Board of County Commissioners to use such a system to more equitably compensate current and future employees based on their years of relevant experience related to the performance of their respective duties assigned to their respective positions, and also to improve the ability of Washington County to recruit and retain more qualified employees by using such a system to create a more transparent and reliably consistent compensation adjustment policy to stabilize and replace more inconsistent compensation adjustment practices utilized in recent years.

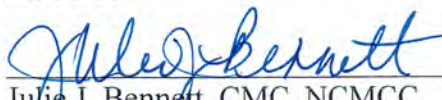
NOW THEREFORE, THE BOARD OF COUNTY COMMISSIONERS of WASHINGTON COUNTY HEREBY RESOLVES AS FOLLOWS:

- I. That effective November 16th, 2020,
 - a. Article IV, Section I of the Washington County Personnel Policy entitled "Compensation and Pay Plan Policies" is hereby amended and restated as shown within the attached instrument entitled "Article IV, Section I (Compensation and Pay Plan Policies) (Revised 11/16/20).
 - i. The County Manager, Finance Officer, and HR/Specialist are hereby authorized and directed to implement the revised pay plan policies, including the years of relevant experience based step progression plan adopted hereunder, and to utilize the additional funds allocated hereunder to pay for the estimated costs thereof during the FY21 budget year by transferring the necessary allocation amounts for such costs into the appropriate departmental salary lines as determined necessary to fund the proposed implementation of the plan.
 - ii. The County Manager is further directed to continue reviewing and making recommendations with respect to the appropriate pay grade/ranges for those positions identified within the attached "Compensation Study Punch list 11/16/20" which may be excluded from full incorporation within the step progression system until such further review is completed and any resulting modifications approved.
 - b. The attached **FY21 Salary Schedule (Revised/Effective: 11/16/20)** is hereby approved.
 - c. The attached **BA 2021-038** is hereby approved.

Adopted this 2 day of November, 2020.


D. Cole Phelps, Chair
Washington County Board of Commissioners

ATTEST:


Julie J. Bennett, CMC, NCMCC
Clerk to the Board



Article IV, Section 1: Compensation and Pay Plan Policies (Revised 11/16/20)

It is the policy of the County and the purpose of this plan to establish a compensation system that will allow the County to effectively compete for and retain well qualified personnel, and to ensure that salaries are equitable and commensurate with the duties performed by each employee.

An employee salary schedule consisting of pay grades/ranges and steps shall be adopted by the County Commissioners, and shall apply to all employees whose compensation is not otherwise covered by a separate labor contract.

Grades: The salary schedule shall consist of an initial vertical column of progressively numbered pay grades/ranges, each of which shall be represented as an independent row forming points of intersection with each salary step column referred to below.

Steps: The salary schedule shall also consist of an initial horizontal row of progressively numbered steps, each of which shall be represented as an independent column forming points of intersection with each pay grade/range row referred to above.

Salary Schedule Position Assignments: Each position shall be assigned to a single specific pay grade/range. More than one position may be assigned to the same pay grade/range, and some pay grades/ranges may not have any assignments. Each individual employee salary shall be set at a specific step within the pay grade/range assigned to their applicable position.

The Board may modify the positions assigned to each specific pay grade/range, or the monetary values established for individual pay grades/ranges or corresponding steps at any time by adoption of a revised salary schedule. In considering adjustments to such values, care should be taken to attempt to keep the overall percentages of value progressions between each pay grade/range and each step as consistent as possible in order to maximize the overall equity and effectiveness of the salary schedule.

Section 1A: Salary Schedule Placement & Progression To create a more practically affordable and equitable progression system, a “years of relevant experience” or (“YORE”) value factor shall be carefully evaluated and established for each current and future full time employee based on their actual years of relevant experience. This factor will be tracked and updated on an annual basis, and is intended to help facilitate the progression from one assigned step to the next within each position’s pay grade/range.

- 1) YORE factor evaluations shall be conducted in accordance with the following general considerations, which may be supplemented or modified from time to time by any applicable Administrative Policy pertaining to such matter approved by the County Manager, or by any supplemental guidance related thereto which is contained within any salary schedule subsequently approved by the Board of Commissioners.
 - a. Initial YORE Factor: Each full time employee’s years of relevant experience will be carefully evaluated, and a specific YORE value or factor will be assigned and tracked on an annual basis for salary schedule progression purposes for each employee. In evaluating such experience, credit for prior years of relevant experience should generally be provided as follows:

- i. 100% credit: (1 YORE) for each full year of directly related comparable experience performing work that consisted of the same or substantially similar duties to those assigned to the applicable position.
 1. For purposes of establishing initial YORE factors for new hires, less than full credit may be given in order to abide by the general policy to hire new employees between the starting and mid-point rates of the applicable pay grade/range.
- ii. 50% credit: (.5 YORE) for each full year of indirectly related partially comparable experience performing work that consisted of at least 50% of the same or substantially similar duties to those assigned to the applicable position.
 1. Additionally, for supervisory level positions only, an employee's years of experience spent working in an immediately subordinate position within the same department or within a substantially similar local government or comparable private department which performed the same or substantially similar duties as the department to be supervised by the employee, may also be considered at 50% credit (.5 years) for each full year of service in an immediately subordinate position.
 2. Notwithstanding the foregoing, for departments with multiple levels of subordinate positions, or for positions with multiple levels of training/certifications for which different pay grades/ranges are established, any time spent by an employee in any non-immediately subordinate or non-immediately lower level of certified position in the same department, is generally considered too distantly related from the duties of the supervisory position in question, and therefore should not be given any credit for YORE purposes.
 3. Notwithstanding anything herein to the contrary, the number of years of indirectly related partially comparable service which may be considered for determining YORE shall be capped at a maximum of 10 years equating to a maximum of 5YORE.
- iii. Part-Time credit: Part-Time experience is generally not considered adequate for the provision of any YORE credit. However, in situations where an employee has consistently worked a large number of part-time hours performing the same or substantially similar duties as the relevant position, the County Manager may approve partial credit for such work on a case by case basis.
 1. Part-time employees are generally NOT eligible to participate in the YORE based step progression compensation plan, and therefore will not generally have an evaluation, assignment, or tracking of their years of relevant experience for YORE purposes.
 2. Part-time employees should generally perform their duties on an hourly basis at the starting step of the pay grade/range assigned to the applicable position unless otherwise agreed in writing by the County Manager.

- iv. Additional credit: In certain unusual or extraordinary circumstances, additional YORE credit may be authorized on a case by case basis when such circumstances warrant or require such credit. Any such additional YORE credit shall be carefully considered in terms of its equitableness and impact within the overall salary schedule, and shall be carefully explained and justified in writing and approved by the County Manager.
 - v. Rounding: For purposes of calculating an employee's YORE factor, decimal values for partial years of prior relevant experience, and also from calculations of any partial credit applied to any years of prior relevant experience, should all be rounded down to the lowest whole number. Calculations of directly relevant and indirectly relevant experience should be rounded down and made separately before adding any such experience together. Less than one year of experience in any particular position(s) should generally not be considered adequate for any YORE credit and should not be considered or added to other experience.
- b. Default YORE: If an initial YORE factor is not established for any new or existing employee for any reason, by default it will be set, subject to re-evaluation by the County Manager, at the lowest YORE factor corresponding to the employee's assigned pay step within the salary schedule.
- c. Re-evaluation: An employee's YORE factor should be re-evaluated upon any of the following:
- i. Internal promotion or transfer
 - ii. Rehiring a previous employee following a period of absence
 - iii. Reclassification of a position's assigned pay grade/range
 - iv. Serious disciplinary action for which demotion or a reduction in pay would otherwise be warranted.
 - v. Other circumstances brought to the attention of or which in the opinion of HR Specialist, Finance Officer, or County Manager warrants re-evaluation to maintain the equitableness and integrity of the overall salary schedule and county pay plan administration.
- 2) YORE Factor Progression: In order to facilitate step progression within the salary schedule based on assigned YORE factor values, an index of applicable progressively numbered YORE factor values shall be created and added below the horizontal row of progressively numbered steps in the salary schedule. The YORE factor values applicable to each step in the same column shall be set and established by the Board of Commissioners.
- a. YORE factor values shall be tracked and re-evaluated annually as of the start of the November pay period each year unless otherwise directed by the Board of Commissioners. Employee YORE factors which increase based on the passage of time to the next corresponding step in their assigned pay grade/range shall have their compensation adjusted accordingly effective with the start of the December pay period thereafter unless otherwise directed by the Board of Commissioners.

Section 1B: New Employees

Except as otherwise approved in writing by the County Manager, the amount of compensation to be paid to new employees in each position will ordinarily be established between the starting and mid-point step rates of a position's assigned pay grade/range after taking into consideration the employee's qualifications including any required educational degrees, certifications, and years of relevant experience. Notwithstanding the foregoing, Washington County may set a new employee's YORE factor lower than otherwise justified based on the employee's actual years of relevant experience in order to comply with the general practice of hiring new employees between the starting and mid-point salary rates of a position's assigned pay grade/range.

Section 1C: Cost-of-Living Adjustments

COLA/salary modifications may be granted by the County Commissioners upon recommendation by the County Manager. If granted, they are generally effective with the start of the June pay period leading into the budget year for which the COLA is approved, unless otherwise directed by the Commissioners.

Section 1D: Re-evaluation

In the event that the salary of any position is re-evaluated by the County Manager's Office and the County Commissioners authorize implementation of an increased range, the employee shall retain his/her current salary within the range or assume the entry level step of the new range, whichever is greater.

Section 1E: Pay Rates Exceeding Range Maximum

Any employee whose pay rate exceeds the maximum prescribed for his/her classification as a result of a reallocation of his/her position to a lower classification when there have been no recent, dramatic changes in assigned duties and responsibilities will not be reduced in pay. This does not apply to demotions. The employee will not be eligible for future salary increases until he/she occupies a position for which the salary range maximum is more than the pay rate he/she currently receives.

Section 1F: Classification Plan

Jobs with similar duties and responsibilities are assigned to the same pay grade/range. The County Manager's Office conducts periodic studies of various jobs when there is an indication the employee is working above or below the established responsibilities for that position. These studies are normally initiated at the request of the Department Head or County Commissioners.

Section 1G: Maintenance of the Salary Plan

The Finance Office shall be responsible for the continuous maintenance and administration of the County's Compensation Plan. The review will include an analysis of prevailing rates of pay for similar positions in comparable labor markets, organizations, cost-of-living factors, budgetary considerations, and other related factors. On the basis of this information, the County Manager's Office shall recommend to the County Commissioners changes to keep the plan current, uniform and equitable. Such changes shall be approved by the County Manager's Office and shall then be submitted in the annual budget to the County Commissioners.

Compensation Study Punch list

11/16/20

- Veteran's Service Officer (Unique PT & Certification Status)
- Landfill Staff (lack of comparable data except for Martin County which has alternative duties assigned)
- Delinquent Tax Coordinator/Asst. Tax Assessor (Scope of Duties/Assigned Titles/Grades)
- Deputy Finance Officer (Scope of Duties/Assigned Grade)
- Utilities Director (Scope of Duties/Systems Comparison)
- Airport Director (Lack of Comparable Data)
- DSS Director (Grade Analysis)
- DSS IT Administrator (Scope of Duties/Grade Analysis)
- County IT Administrator (Scope of Duties/Grade Analysis)
- Sheriff (Grade Analysis)

Washington County
FY20 Salary Schedule (DSS)

Revised/Effective: 11/16/20

Grade	Job Title	#POS	Step A1	Step A2	Step B1	Step B2	Step B3	Step C1	Step C2	Step C3	Step D1	Step D2	Step D3	Step E1	Step E2	Step E3	Step F1	Step F2	Step F3
			58	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Years of Relevant Experience (YORE) Index:		0	1	2	3	4	5	6	7&8	9&10	11&12	13&14	15&16	17&18	19&20	21&22	23&24	25&26
52	Housekeeper (FN1)	1	\$19,651	\$20,139	\$20,625	\$21,150	\$21,686	\$22,186	\$22,760	\$23,335	\$23,897	\$24,521	\$25,107	\$25,757	\$26,368	\$27,006	\$27,730	\$28,378	\$29,088
53	Vehicle Operator I	5	\$21,774	\$22,224	\$22,810	\$23,360	\$23,934	\$24,571	\$25,120	\$25,769	\$26,381	\$27,056	\$27,716	\$28,378	\$29,090	\$29,789	\$30,526	\$31,275	\$32,074
54			\$17,866	\$18,291	\$18,740	\$19,215	\$19,714	\$20,201	\$20,700	\$21,224	\$21,774	\$22,224	\$22,810	\$23,360	\$23,934	\$24,571	\$25,120	\$25,769	\$26,381
55			\$18,740	\$19,215	\$19,714	\$20,201	\$20,700	\$21,224	\$21,774	\$22,224	\$22,810	\$23,360	\$23,934	\$24,571	\$25,120	\$25,769	\$26,381	\$27,056	\$27,716
56			\$19,714	\$20,201	\$20,700	\$21,224	\$21,774	\$22,224	\$22,810	\$23,360	\$23,934	\$24,571	\$25,120	\$25,769	\$26,381	\$27,056	\$27,716	\$28,378	\$29,090
57			\$20,700	\$21,224	\$21,774	\$22,224	\$22,810	\$23,360	\$23,934	\$24,571	\$25,120	\$25,769	\$26,381	\$27,056	\$27,716	\$28,378	\$29,090	\$29,789	\$30,526
58			\$21,774	\$22,224	\$22,810	\$23,360	\$23,934	\$24,571	\$25,120	\$25,769	\$26,381	\$27,056	\$27,716	\$28,378	\$29,090	\$29,789	\$30,526	\$31,275	\$32,074
59		0	\$22,810	\$23,360	\$23,934	\$24,571	\$25,120	\$25,769	\$26,381	\$27,056	\$27,716	\$28,378	\$29,090	\$29,789	\$30,526	\$31,275	\$32,074	\$32,860	\$33,734
60			\$23,934	\$24,571	\$25,120	\$25,769	\$26,381	\$27,056	\$27,716	\$28,378	\$29,090	\$29,789	\$30,526	\$31,275	\$32,074	\$32,860	\$33,734	\$34,546	\$35,370
61	Processing Assistant V IM CW I	3 0	\$25,120	\$25,769	\$26,381	\$27,056	\$27,716	\$28,378	\$29,090	\$29,789	\$30,526	\$31,275	\$32,074	\$32,860	\$33,734	\$34,546	\$35,370	\$36,256	\$37,168
62			\$26,381	\$27,056	\$27,716	\$28,378	\$29,090	\$29,789	\$30,526	\$31,275	\$32,074	\$32,860	\$33,734	\$34,546	\$35,370	\$36,256	\$37,168	\$38,092	\$39,003
63	Admin Asst I IM Caseworker II (FN3) Info Processing Tech Social Worker I	1 14 2 0	\$27,716	\$28,378	\$29,090	\$29,789	\$30,526	\$31,275	\$32,074	\$32,860	\$33,734	\$34,546	\$35,370	\$36,256	\$37,168	\$38,092	\$39,003	\$39,927	\$40,901
64			\$29,090	\$29,789	\$30,526	\$31,275	\$32,074	\$32,860	\$33,734	\$34,546	\$35,370	\$36,256	\$37,168	\$38,092	\$39,003	\$39,927	\$40,901	\$41,950	\$42,998
65	CS Enforcement Agent II IM Investigator II (FN3) IM Caseworker III (FN3)	4 1 4	\$30,526	\$31,275	\$32,074	\$32,860	\$33,734	\$34,546	\$35,370	\$36,256	\$37,168	\$38,092	\$39,003	\$39,927	\$40,901	\$41,950	\$42,998	\$44,184	\$45,233
66			\$32,074	\$32,860	\$33,734	\$34,546	\$35,370	\$36,256	\$37,168	\$38,092	\$39,003	\$39,927	\$40,901	\$41,950	\$42,998	\$44,184	\$45,233	\$46,269	\$47,468
67	CS Supervisor I IM Supervisor II Paralegal I Admin Asst III/Transp Coordinator Social Worker II (FN3)	1 2 1 1 5	\$33,734	\$34,546	\$35,370	\$36,256	\$37,168	\$38,092	\$39,003	\$39,927	\$40,901	\$41,950	\$42,998	\$44,184	\$45,233	\$46,269	\$47,468	\$48,642	\$49,902
68	Computer System Administrator I	1	\$35,370	\$36,256	\$37,168	\$38,092	\$39,003	\$39,927	\$40,901	\$41,950	\$42,998	\$44,184	\$45,233	\$46,269	\$47,468	\$48,642	\$49,902	\$51,075	\$52,424
69	Social Worker III (FN3)	4	\$37,168	\$38,092	\$39,003	\$39,927	\$40,901	\$41,950	\$42,998	\$44,184	\$45,233	\$46,269	\$47,468	\$48,642	\$49,902	\$51,075	\$52,424	\$53,685	\$55,083
70	Social Worker Inv/Ass/Tr (FN3) Social Worker Supervisor II	3 0	\$39,003	\$39,927	\$40,901	\$41,950	\$42,998	\$44,184	\$45,233	\$46,269	\$47,468	\$48,642	\$49,902	\$51,075	\$52,424	\$53,685	\$55,083	\$56,481	\$57,892
71			\$40,901	\$41,950	\$42,998	\$44,184	\$45,233	\$46,269	\$47,468	\$48,642	\$49,902	\$51,075	\$52,424	\$53,685	\$55,083	\$56,481	\$57,892	\$59,328	\$60,801
72			\$42,998	\$44,184	\$45,233	\$46,269	\$47,468	\$48,642	\$49,902	\$51,075	\$52,424	\$53,685	\$55,083	\$56,481	\$57,892	\$59,328	\$60,801	\$62,300	\$63,886
73	Social Worker Supervisor III	3	\$45,233	\$46,269	\$47,468	\$48,642	\$49,902	\$51,075	\$52,424	\$53,685	\$55,083	\$56,481	\$57,892	\$59,328	\$60,801	\$62,300	\$63,886	\$65,421	\$67,044
74			\$47,468	\$48,642	\$49,902	\$51,075	\$52,424	\$53,685	\$55,083	\$56,481	\$57,892	\$59,328	\$60,801	\$62,300	\$63,886	\$65,421	\$67,044	\$68,766	\$70,502
75	Social Services Deputy Director	1	\$49,902	\$51,075	\$52,424	\$53,685	\$55,083	\$56,481	\$57,892	\$59,328	\$60,801	\$62,300	\$63,886	\$65,421	\$67,044	\$68,766	\$70,502	\$72,237	\$74,036
76			\$52,424	\$53,685	\$55,083	\$56,481	\$57,892	\$59,328	\$60,801	\$62,300	\$63,886	\$65,421	\$67,044	\$68,766	\$70,502	\$72,237	\$74,036	\$75,895	\$77,781
77			\$55,083	\$56,481	\$57,892	\$59,328	\$60,801	\$62,300	\$63,886	\$65,421	\$67,044	\$68,766	\$70,502	\$72,237	\$74,036	\$75,895	\$77,781	\$79,716	\$81,713
78			\$57,892	\$59,328	\$60,801	\$62,300	\$63,886	\$65,421	\$67,044	\$68,766	\$70,502	\$72,237	\$74,036	\$75,895	\$77,781	\$79,716	\$81,713	\$83,748	\$85,833
79			\$60,801	\$62,300	\$63,886	\$65,421	\$67,044	\$68,766	\$70,502	\$72,237	\$74,036	\$75,895	\$77,781	\$79,716	\$81,713	\$83,748	\$85,833	\$87,993	\$90,190
80	Social Services Director	1	\$63,886	\$65,421	\$67,044	\$68,766	\$70,502	\$72,237	\$74,036	\$75,895	\$77,781	\$79,716	\$81,713	\$83,748	\$85,833	\$87,993	\$90,190	\$92,425	\$94,710

FN1: DSS Housekeeper step values are based on and pasted into the schedule from the non-DSS salary schedule's values for non-DSS housekeepers to create equity between all housekeeper positions
 FN2: YORE value subject to work against reduction
 FN3: Subject to YORE reductions for Work Against/Prior Experience
 CS = Child Support
 IM = Income Maintenance

Washington County
BUDGET AMENDMENT

To: Board of Commissioners

BA #: 2021 - 038

From: Curtis Potter, County Manager
Missy Dixon, Finance Officer

Date: November 2, 2020

RE: General Fund/Water/EMS

Please authorize the finance officer to make the following budgetary adjustments:

Account Code	Description	Old	+ or (-)	New
10-3490-000	DSS- Administrative Reimburse	(2,271,434.00)	(53,639.00)	(2,325,073.00)
10-5310-011	DSS - Salaries & Wages Regular	1,906,160.00	107,278.00	2,013,438.00
10-3990-000	Appropriated Fund Balance-GF	(250,792.00)	(157,047.00)	(407,839.00)
10-8300-120	Additional Salary/Benefit Exp-Comp Study	-	36,742.50	36,742.50
10-8300-120	Additional Salary/Benefit Exp-Comp Study (contingency)	36,742.50	15,000.00	51,742.50
10-9800-982	Transfer to Wash Co EMS	282,951.00	51,665.50	334,616.50
37-3980-010	Transfer from General Fund	(282,951.00)	(51,665.50)	(334,616.50)
37-4330-010	Wash Co EMS - Salaries & Wages-Regular	638,398.00	47,653.00	686,051.00
37-4376-010	Wash Co Transport - Salaries & Wages-Regular	94,388.00	4,012.50	98,400.50
35-3990-990	Fund Balance Appropriated-Water	-	(11,806.50)	(11,806.50)
35-7130-010	Operations - Salaries & Wages-Regular	189,361.00	8,440.00	197,801.00
35-7135-010	Treatment Plant - Salaries & Wages-Regular	69,892.00	3,366.50	73,258.50
General Fund/EMS/Water				
Balanced:		412,715.50	-	412,715.50

Justification:

To budget for the additional costs associated with the Compensation Study approval. For the General Fund Departments, all monies will be put in a new line called Additional Salary/Benefit Expense-Comp Study for the time being and moved via transfer as needed to the individual departmental salary and benefit lines with County Manager approval.

Approval Date: 11/2/2020
Bd. Clerk's Init: [Signature]



Initials:
Batch #:
Date: