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**IDAHO DEPARTMENT OF PARKS AND RECREATION
POLICY AND PROCEDURES MANUAL**

PROCEDURE TITLE: Salary Administration

APPROVALS:


Director

HUMAN RESOURCES
Policy Owner

1.0 BACKGROUND:

The compensation plan for Idaho Department of Parks & Recreation is designed to attract, retain, and recognize our employees for their valuable contributions and commitment to public service excellence. It is the intent of this policy to facilitate a pay system that is fair, is equitable in application, and is in accordance with relevant regulations.

The Department's goal is to recognize and reward employees on a pay-for-performance basis that provides faster salary advancement for higher performers, enhances recruitment efforts for specific challenges, and increases retention of high achieving employees. The State of Idaho Pay Schedule is based on the relative point value of each job class based on the Hay System method of job evaluation. Job classes are organized into a series of pay grades. Each pay grade is assigned an hourly minimum, policy, and maximum rate of pay based on the comparison of similar positions within the relevant labor markets. All decisions for changes in the rates established for pay grades are made by the Division of Human Resources. IDPR has responsibility for establishing and maintaining a compensation plan which reflects the Idaho Pay Schedule.

A position's allocation to a pay grade is not appealable to the Personnel Commission, nor is a salary change except when made for disciplinary purposes, or when there are alleged inequities in salary treatment within the Department. In order to process a salary increase or a lump-sum bonus, an employee performance evaluation conducted within the past 12 months with at least satisfactory overall performance must be on file in IDPR's Human Resource office

2.0 SALARY STRUCTURE:

2.1 Classified Positions: Positions are assigned to pay grades by classification. A listing of the pay grade assignments is located on the Division of Human Resources website at www.dhr.idaho.gov.

2.2 Seasonal or Temporary Positions: Seasonal or temporary positions are assigned a pay range based on the duties assigned. The Seasonal/Temporary Salary Schedule is available on the H drive in Personnel Info/Human Resources/Pay Structure and is reviewed annually and adjusted as necessary.

3.0 ENTRANCE SALARY FOR NEW EMPLOYEES:

3.1 Classified Positions

1. IDPR hires employees at a compensation rate within the applicable pay grade that reflects education level, the quantity and quality of experience, market demand, and budget.
 1. Starting salaries are not altered to meet a job applicant's personal, non-job related situation or expenses.
 2. Requests for advanced salary placement must be submitted in writing, with justification, to the Director or Deputy Director for approval prior to any offer of employment.
 3. Human Resources will provide hiring managers salary data and consultation so entrance salaries will address internal equity to the extent possible.
2. Recommendations for advanced salary placements must consider the following:
 1. Pay Range of Position: The salary must fall within the current pay range of the position.
 2. Budgeted amount for the position.
 3. Current market data for the position, if available.
 4. Experience Level of Candidate: Does this candidate have skill and experience in all aspects of the position? What and how much training will this candidate need to be able to fully function in this position and achieve expectations? How much supervision will this candidate need to be able to operate independently in this position?
 5. Unique Skills or Experience This Candidate brings to the Position That Have a Significant Related Business Need: Does this candidate bring skills that fill a gap for this particular unit? Is this the only candidate with these skills?
 6. Salary Level of Other Employees Performing Similar Duties: At what level have other similar candidates started? Currently, at what salary level are the more experienced employees being paid? Particular attention must be given to equal pay for equal work and salary equity with similarly situated existing staff.
 7. The Point in the Pay Range the New Salary Would Be Compared to Policy (Compa Ratio): How far into the pay range would this starting salary be and how does that compare to others already in the same position?
 8. The Candidate Pool and Labor Market Conditions: How many qualified candidates with similar skills are available and willing to take the position?

3.2 Seasonal or Temporary Positions

1. Park Aide I and Park Aide 2 positions:
 1. Salaries for Park Aide I and Park Aide 2 positions are set by the park or program manager within the current policy (see Seasonal/Temporary Salary Schedule on the H drive: Personnel Info/Human Resources/Pay Structure).

2. The salary may not exceed the maximum amount identified on the Seasonal/ Temporary Salary Schedule without the written approval of the Director, Deputy Director, Region Manager, or Bureau Chief/ and Human Resources.
2. Seasonal Ranger positions:
Salaries for Seasonal Ranger positions are set by the park or program manager within the current policy (see Seasonal/Temporary Salary Structure on the H drive: Personnel Info/Human Resources/Pay Structure).
3. Any other Temporary or Seasonal positions:
 1. The salary range is set when the position is analyzed with Human Resources prior to recruitment.
 2. The hiring manager will set the starting salary with Director, Deputy Director, Region Manager or Bureau Chief approval prior to any offer.
 3. Human Resources will provide comparative salary data to ensure internal equity.
4. The current Seasonal Salary Structure is located on the H drive under Personnel Info/Human Resources/Pay Structure.

4.0 SALARY INCREASES

4.1 Classified Positions

1. The Department's salary policy:
 1. Salary policy is designed to compensate employees based on performance.
 2. Pay-for-performance salary increases give managers an opportunity to reward high performance and to address issues of inequity in placement within the pay range.
 3. *Employees who exhibit higher levels of performance as indicated on their performance evaluation and whose salaries are farthest from labor market rates will be considered a higher priority for temporary and permanent increases.*
 4. A salary increase of any kind requires that the employee have a current performance evaluation on file with a positive overall rating.
2. Employees with permanent status may be advanced within their pay range based on the following pay-for-performance policy:
 1. Movement within the pay range for permanent employees is based on performance as evaluated and documented on the annual performance evaluation. There is no automatic advancement and no vested right to an increase within the pay range.
 2. The Director in consultation with the Fiscal Officer and the Human Resource Officer will identify the total funds available for permanent increases.
 3. To be eligible for a permanent increase, an employee must have a current signed performance evaluation on file, have an overall rating of Exemplary Performance, Solid Sustained Performance or Achieves Performance Standards, have successfully completed entrance probation and have no documented personnel actions on file within the last (12) twelve months.

4. An annual merit plan will be developed by the Director, the Deputy Director, the Human Resource Officer and the Fiscal Officer and will be based on the specific merit guidance issued by the Legislature, the Division of Human Resources and the Division of Financial Management.
5. A salary distribution matrix, based on documented performance, and the individual's placement in their pay range (compa ratio) will be used to determine priorities for increases.

4.2 Seasonal or Temporary Positions

1. Salary increases for all seasonal employees will be made within the agency's Seasonal Salary Structure, located on the H drive at Personnel Info/Human Resources/Pay Structure
2. Increases must be approved in writing by the Region Manager or Bureau Chief.
3. The approval documentation will be sent to Payroll along with the Personnel Action Form (PAF) for inclusion in the employee's file.

5.0 SALARY INCREASES-CONDITIONAL Classified Positions

Temporary increases may also be awarded in recognition of additional short-term assignments or limited acting appointments.

1. In that event, the employee and the supervisor will sign an agreement specifying the amount of the increase, the time it applies and the additional duties expected.
2. A copy of the agreement will be given to the employee and the original will be placed in the employee's personnel file.
3. If the employee separates from the Department during this time, the temporary increase will end before the final pay period and any accrued leave will be paid off at the normal rate of pay.
4. To be eligible for any type of conditional increase, the employee must have a current performance evaluation on file.

6.0 ADDITIONAL CONSIDERATIONS FOR SPECIFIC CIRCUMSTANCES: Classified Positions

6.1 Promotion:

1. A promotion occurs when a classified Department employee competes for and is selected for a position that is in a higher pay grade.
2. Upon promotion, the employee's salary will be increased, if necessary to IDPR's current entrance rate of the new pay range.
3. Any additional increase will be based on individual circumstances considering the promoted employee's current salary compared to other employees with similar education and experience or qualifications, market data, and budgetary constraints.
4. Promotional salaries must have approval from the Director or Deputy Director prior to an offer.

6.2 Transfer:

1. A transfer, sometimes called a lateral or lateral transfer, occurs when a classified employee is transferred from one position to another position in the same pay grade and for which they meet the minimum qualifications.
2. An employee may transfer within a State agency (internal transfer) or from one State agency to another (external transfer).
3. Transfer appointments generally do not include a salary increase.
4. Exceptions are possible with written approval from the Director or Deputy Director prior to the offer.

6.3 Reinstatement:

1. A reinstatement is the selection and reappointment of a former or current classified employee to a position in which they have held permanent status.
2. The salary of a reinstated employee is negotiated between the employee and the hiring manager, but requires approval from the Director or Deputy Director prior to offer.
3. The amount cannot exceed the pay range of the class to which the employee is reinstated.

6.4 Appointment from Layoff:

1. Appointments from a Department layoff are normally made at the same salary earned at the time of the layoff.
2. Exceptions must be documented and pre-approved by the Director or Deputy Director.

6.5 Reclassification and Allocation:

1. Reclassification occurs when a position is changed from the current classification to a new classification. It is recommended that reclassification of a position be completed when the position is vacant. If the position is occupied, the incumbent must meet the minimum qualifications of the reclassified position.
 1. Reclassification within the same Pay Grade: Salary is maintained at the current rate.
 2. Upward Reclassification: Salary will be set at IDPR's current entrance rate for the higher pay range.
 3. Downward Reclassification: Salary is maintained at the current rate unless the amount is not within the pay range of the new classification, in which case, it will be set to the maximum of the lower pay range.
 4. Exceptions are possible with written approval from the Director or Deputy Director prior to the offer.
2. Allocations occur when an entire classification is moved to a different pay grade; usually when the classification is reviewed and the point factoring changes.
 1. Salaries are maintained at the current rate unless the amount is not within the pay range of the reallocated position.

2. In that case, the salary would be set at either the maximum for the lower pay range (for a downward allocation) or at IDPR's current entrance rate for the higher pay range (for an upward allocation).

6.6 Demotion:

Demotions may be voluntary, disciplinary or a resulting action from a reduction in force.

1. Voluntary Demotion:

1. If an employee requests a voluntary demotion, they must meet the minimum qualifications of the requested position.
2. The employee's pay will be placed in the same percentage of the new grade as the employee held in the grade prior to demotion. There should be no expectation that the employee remain at the same pay rate as in the higher job classification.
3. Exceptions are possible with written approval from the Director or Deputy Director prior to the offer.

2. Disciplinary Demotion:

When an employee is demoted for disciplinary reasons, the employee's salary shall be adjusted within the lower pay grade not to exceed the maximum rate of the pay grade and approved by the Director or Deputy Director.

3. Reduction in Force:

1. In the event of a Reduction in Force, an employee may elect to take a voluntary demotion to a class in which the employee has held permanent status in IDPR. The employee's salary is treated the same as a reclassification and will remain the same unless it is above the maximum of the new pay range.

7.0 FAILURE TO COMPLETE PROMOTION PROBATION:

- 7.1 If an employee fails to complete the promotional probationary period and is returned to the class in which they hold permanent status, the salary will be reduced to the same amount it was immediately prior to promotion.
- 7.2 A return to the same job location is not guaranteed. This is not considered a demotion or a downward reclassification.

8.0 RECRUITMENT INCENTIVES:

- 8.1 To effectively recruit qualified employees, particularly to positions designated as highly technical or mission critical, it may be necessary to offer additional recruitment compensation.
- 8.2 Such compensation is paid in the form of a one-time lump sum bonus after six months of satisfactory performance. The following criteria must be met for a recruitment bonus to be paid:
 1. Any recruitment incentive must be approved in writing by the Director or Deputy Director prior to any employment offer.
 2. Details of the recruitment bonus must be negotiated with and agreed upon with the job applicant prior to that individual beginning work.

3. The job applicant must sign a Recruitment Bonus Memorandum of Agreement at the time of offer and a copy placed in their personnel file.
4. The applicant/new hire must be a new appointment to the State (transfers, demotions, promotions, reinstatements, and rehires are ineligible).

9.0 RETENTION PAY:

Retention awards are lump sum bonuses paid in order to retain highly qualified employees.

- 9.1** The need for retention incentives will be determined on a case-by-case basis.
- 9.2** Retention incentive payments will typically be lump sum, but other options would be considered, depending on availability of budget.
- 9.3** Retention incentives may be granted:
 1. When an employee has completed at least six (6) months of work that achieves performance standards, regardless of probationary status.
 2. Only once per employee per fiscal year.
 3. To a maximum of \$5,000. DFM approval is required prior to granting retention awards in excess of \$5000.
- 9.4** All retention awards require the following documentation:
 1. The Region Manager or Bureau Chief must document in writing, justification for the retention award.
 1. Such documentation must be reviewed and approved by the Director or Deputy Director prior to being provided to DFM for review, and prior to granting the award.
 2. A copy must be maintained in the employee's personnel file.
 2. Employees receiving a retention award must sign a Memorandum of Agreement outlining the terms of the agreement and a copy placed in the employee's personnel file.

10.0 PERFORMANCE BONUSES

- 10.1** The Department may approve performance bonuses throughout the year to recognize and reward excellence.
 1. All performance bonuses will be based on the availability of funds. Performance bonuses up to a cumulative total of two thousand dollars (\$2000) may be awarded to individuals each fiscal year, in recognition of excellent performance.
 2. A memo documenting such performance will be provided to the employee and placed in their personnel file.
 3. Exceptions above the two thousand dollars may be granted under extraordinary circumstances if approved in advance by the Board of Examiners.
- 10.2** To request a performance bonus, a memo must be submitted through the chain of command to the Director with the requested amount and a description of the reason for the request.

11.0 ON-CALL TIME

The Department does not require On-Call time. Occasionally employees who are available will be requested to return to work in response to an alarm, to fix equipment or handle an emergency. In that case, employees who are contacted by the Department outside of their normal work hours and *are available to return to work* will be compensated for the work time and will record the hours at work on their timesheets as Actual Time Worked.

12.0 OVERTIME/COMP TIME PAY

Please see *Work Hours and Overtime Policy*.

13.0 HOLIDAY PAY

Please see *Leave Time: Holidays, Vacation, Sick, Special, Unauthorized Policy*.