STAFF REPORT

MEETING DATE:	**12/20/12**
SUBJECT:	**Approve Reclassification for Senior Accountant – Confidential Position**
AGENDA ITEM:	**9**
STAFF CONTACT:	**Dan Little**

SUMMARY:

SRTA's fiscal activities are subject to complex state and federal requirements. A Certified Public Accountant (CPA) is needed to maintain proper transparency and internal controls. It is more cost-effective for the agency to reclassify its existing accounting position – requiring a CPA license with a four-year degree – than pay for private consulting services.

STAFF RECOMMENDATION:

It is recommended that the board adopt Resolution No. 12-21 to:

1. Approve reclassification of the *senior accountant – confidential* position to the *chief fiscal officer – confidential* position; and
2. Revise the corresponding job specification and salary plan as attached.

DISCUSSION:

In May, the board approved job classifications and a salary plan for all SRTA staff as part of the transition to an independent agency (May staff report attached). At that time, the board acknowledged that the *senior accountant – confidential* classification would be reexamined within six months, pending assessment of the new agency's operational and fiscal needs.

Present Position: The *senior accountant – confidential* position does not presently require a CPA license or four-year college degree; rather, SRTA budgets $25,000 annually for CPA services to support this position. Consultant services have not been needed because an individual with the necessary CPA license, education and experience was hired on July 1. The board approved this hire at the top salary step pending review of a reclassification in the fall.

Employee's Performance: SRTA's current accountant exceeds standards and performs all duties envisioned for the CPA consultant. The agency can eliminate the $25,000 annual budget for CPA consultant support, and elevate the accounting job classification to require a CPA license and four-year degree. By upgrading the job standards, required professional skills are built into the position at an hourly rate of $29.81 to $38.05 rather than the typical CPA consultant rate of $200 hourly.

Agency Needs: SRTA administers over $10 million dollars annually with over a dozen state and federal funding programs – each having unique financial and reporting requirements. The position manages the SRTA budget, banking, audits, grants, payroll, benefits and the newly established SRTA fiscal committee. Due to the complexity of the agency's finances, it is in the agency's interest to retain the existing individual, while also being in a position to recruit similarly qualified candidates in the future. Staff recommends reclassification of the position to *chief fiscal officer – confidential* with revised job specifications as attached.

Salary: Section 204.1 of SRTA's Human Resources Policies and Procedures (attached) states that "like salaries shall be paid for comparable duties and responsibilities." Staff recommends amending the SRTA salary plan to align the *chief fiscal officer - confidential* pay with the senior planner salary range as both positions require comparable experience, professional credentials and education. The higher salary range for the position brings compensation closer – but not up to – the average for like positions within the region and similar agencies throughout the state.

ALTERNATIVES:

The board may further modify the job description and salary range, or take no action thus maintaining the current job description and salary range. This may lead to problems in retention and recruitment of qualified professionals in the future, and the need to contract for professional CPA services.

The board may choose to delay the reclassification pending a comprehensive evaluation of all positions pursuant to Section 204.2 of the SRTA Human Resources Policies and Procedures (attached).

FINANCING:

The recommended reclassification, including benefits, would cost $3,622 in the current fiscal year. Adequate funds are budgeted in the Overall Work Program due to a current-year vacancy in another other position.

Assuming the current individual in the position is retained and evaluations show satisfactory performance, salary steps would occur in 5% increments capping at the top step with an annual cost – including benefits – of $20,139 in FY 2015-16. These added expenses are offset by eliminating the need for CPA consulting support budgeted at $25,000 annually.

These costs are 100% reimbursed as overhead through state and federal programs and grants.

Daniel S. Little, AICP, Executive Director

Attachments:
Resolution No. 12-21
Revised Job Specification: Chief Fiscal Officer – Confidential
Amended Salary Plan
May 22, 2012 SRTA Report: Approve Job Specification and Salary Resolution
SRTA Human Resources Policies and Procedures: Section 204.1 – 204.7

RESOLUTION

RESOLUTION NUMBER:	**12-21**
SUBJECT:	**Amend 2012/13 Job Specifications and Salary Plan to Delete the Senior Accountant – Confidential Position and Add the Chief Financial Officer – Confidential**

WHEREAS, the Shasta Regional Transportation Agency (Agency) is a fully independent government agency established by state and federal law in 1972; and

WHEREAS, pursuant to Resolution No. 12-07, the board did approve job classifications specifying staff salaries, duties, responsibilities and required experience for each Agency position; and

WHEREAS, the Agency's fiscal activities are complex and the services of a Certified Public Accountant (CPA) with commensurate education and experience are needed to maintain proper transparency and internal controls; and

WHEREAS, section 204.1 of the Agency Human Resources Policies and Procedures state that like salaries shall be paid for like positions; and

WHEREAS, the added duties, credentials, education and experience required for the position are akin to the senior planner job specifications and salary range.

NOW, THEREFORE, BE IT RESOLVED that the board hereby amends its job classifications and salary plan to add the job classification of chief financial officer – confidential and delete the position of senior accountant - confidential.

NOW, THEREFORE, BE IT FURTHER RESOLVED that all provisions of this amendment shall be effective as of December 31, 2012.

PASSED AND ADOPTED this 20th day of December, 2012, by the Shasta Regional Transportation Agency.

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Leonard Moty, Chair
Shasta Regional Transportation Agency

~~December~~ December
2012
FLSA: Non-Exempt

~~CHIEF FISCAL OFFICER~~CHIEF FISCAL OFFICER – CONFIDENTIAL

SALARY RANGE
~~$23.48 - $29.97~~ $29.82 - $38.05 Hourly
~~$1,878.00 - $2,397.23~~ $2,385.23 - $3,044.31 Biweekly
~~$4,069.00 - $5,194.00~~ $5,168.00 - $6,596.00 Monthly
~~$48,828.00 - $62,328.00~~ $62,016.00 - $79,152.00 Annually

DEFINITION

Under general direction, performs complex and responsible professional accounting work, including auditing, analyzing, and verifying financial records;~~,~~ prepares~~ing~~ financial statements and statistical reports;~~,~~ provides~~ing~~ information to ~~other~~ [redacted] SRTA staff, management, and governing board regarding accounting practices and procedures;~~,~~ ~~and~~ reconciles~~ing~~ general ledger accounts; processes reimbursement billings to all funding agencies; organizes and maintains ~~the grants and~~ accounting database systems; participates in the preparation of the SRTA's budgets and Overall Work Program~~lan,~~; prepares interim and year-end ~~audit reports~~ financial statements and audit schedules; performs day-to-day human resources administration and office management duties; assists with benefits administration; provides complex technical and responsible support to the executive director in areas of expertise; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the executive director. Exercises no direct supervision over staff. May exercise technical and functional direction over and provide training to lower-level staff~~, management and governing board~~ and may oversee consultants on a day-to-day or project basis.

CLASS CHARACTERISTICS

This is a~~n~~ ~~advanced journey-level~~ professional accounting classification. Incumbents work under general direction and exercise a high level of discretion and independent judgment in performing the full range of routine to complex accounting, financial record-keeping, payroll, ~~and~~ day-to-day human resources, ~~and~~ benefits administration, and risk management functions. Successful performance of the work requires extensive knowledge of generally accepted accounting principles~~extensive knowledge of~~; expertise in reporting and accounting under the Governmental Accounting Standards Board standards~~governmental accounting practices and procedures~~;~~,~~ the ability~~le~~ to implement the provisions of the Office of Management and Budget Circulars;~~,~~ fund accounting;~~,~~ fiscal management;~~,~~ ~~extensive knowledge of generally accepted accounting principles, expertise in in reporting and accounting under the Governmental Accounting Standards Board standards~~ and general office management. Incumbents ~~need to be able to~~will develop indirect cost rates and proposals as well as allocate costs. Must have extensive knowledge in the design and implementation of internal controls.

EXAMPLES OF ESSENTIAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- In collaboration with external vendors, plans, manages, and participates in the operations and activities of the ~~RTP~~SRTA's accounting programs and functions, including accounts payable and receivable, audits, budgeting, financial analysis, cash management, and payroll.
- Works with banks on deposits, electronic banking and lines-of credit.
- Maintains internal control policies and procedures. Will identify and draft new policies and procedures as required.
- Provides complex professional ~~and technical~~ assistance in the administration and implementation of the ~~RTP~~SRTA's financial, revenue, budget, auditing, and accounting programs, including financial ~~report~~ statements, ~~development~~, budget monitoring, forecasting, financial analysis, reimbursement billings, and grants accounting.
- Analyzes and reconciles expenditure and revenue accounts, verifying availability of funds and classification of expenditures; researches and analyzes transactions to resolve problems.
- Coordinates monthly and year-end general ledger closing; prepares journal entries with proper documentation; posts and balances general ledger accounts; ensures compliance and accuracy in accordance with generally accepted accounting procedures and principles.
- Coordinates and administers a wide variety of financial and accounting programs, including accounts receivable, accounts payable, reimbursement billings, investments, ~~fixed~~capital assets, and payroll.
- Prepares monthly sales tax allocations and reconciles general ledger expenditures to ensure amounts are properly distributed.
- Participates in the compilation and preparation of annual budgets, including assisting other staff with budget preparation, providing revenue and expense projections, monitoring expenditures, and preparing and updating cash flow and projections.
- Participates in the preparation of audited financial statements, audit schedules and reports for external auditors and provides assistance during the annual auditing process.
- Processes and reconciles revenues, expenditures, and technical transactions in compliance with all applicable federal, state, and local laws, rules, regulations, and ordinances.
- Researches and analyzes financial data and develops a wide variety of financial reports and statements.
- Organizes and maintains the grants and accounting system databases; develops and produces customized reports; ensures and verifies accuracy of information.
- Reviews and processes grants invoices; monitors compliance with contracts and budgets; reconciles data from the grant database to the general ledger.
- Coordinates, prepares, processes, and maintains payroll; receives, reviews, verifies, and processes time recording documents; prepares and reviews quarterly and annual tax reports and returns; ensures compliance with applicable federal, state, and local laws, rules, and regulations.
- Prepares comprehensive financial and accounting activity studies, statistics, statements, and reports, including cash flows, historical summaries, charts, graphs, and various memos and letters.
- Receives, reviews, and processes various reports and records including payment authorizations and bank statements, checks, and receipts.
- Researches and analyzes technical transactions to resolve questions and validate data; ensures fiscal accountability and fund integrity for transactions and supporting documentation.
- Assists with benefits administration, including maintaining flexible benefits accounts, processing enrollment and termination, and reviewing invoices and allocating benefits costs to appropriate accounts; prepares and reports pension and deferred compensation to providers.
- Performs a variety of human resources administration activities related to recruitment, new employee orientation, and salary administration; coordinates classification and compensation administration.
- Performs risk management duties in matters relating to worker's compensation, liability, and property damage claims; ensures that safety issues and concerns of employees and the public are addressed.
- Interprets, explains, and applies general and governmental accounting/auditing principles and procedures, laws, and regulations affecting the financial operations of regional government; provides professional and technical guidance and training to other staff and board members in accounting processes and procedures.
- Maintains a variety of working and official personnel files; ensures the confidentiality of such files.
- Uses a variety of standard office equipment, including a computer, in the performance of the work.

- Attends meetings, conferences, workshops, and training sessions, and reviews publications to remain current on principles, practices, and new developments in accounting and finance.
- Assists the executive director with special projects as required.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Modern principles, practices, and methods of public and governmental accounting and financial analysis, including program budgeting and auditing, payroll processing, grants accounting, indirect cost allocations, internal accounting controls and the application to public agency operations.
- .
- General principles and practices of data processing and its applicability to accounting and public agency operations.
- Payroll record-keeping, processing, and reporting and payment requirements of various state and federal agencies and benefit providers.
- Basic principles and procedures of human resources and benefits administration and risk management.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Research and reporting methods, techniques, and procedures.
- Technical report writing and preparation of correspondence.
- Modern office practices, methods, and computer equipment and applications related to the work.
- Record keeping principles and procedures.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing the ~~RTP~~SRTA in contacts with governmental agencies, various business, professional, educational, and regulatory organizations, and with vendors and the public.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and ~~RTP~~SRTA staff.

Ability to:

- Analyze financial data and draw sound conclusions.
- Implement generally accepted accounting principles and reporting requirements of the Governmental Accounting Standards Board
- Interpret financial statements and monitor financial information of sub-recipients.
- Prevent and detect breakdowns in internal controls related to potential fraud and embezzlement.
- Assess and report to management organizational and industry financial risks~~.~~.
- Prepare clear, complete, and concise financial statements and reports.
- Review, post, balance, reconcile, and maintain accurate and confidential payroll and employee personnel and benefits records.
- Work closely with staff and management to maintain a high level of integrity and confidentiality when dealing with sensitive and complex payroll and employee benefits issues.
- Analyze, interpret, summarize and present administrative and technical information and data in an effective manner.
- Interpret, apply, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Make accurate arithmetic, financial, and statistical computations.
- Establish and maintain a variety of filing, record keeping, and tracking systems.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.

- Operate modern office equipment including computer equipment and specialized software applications programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and legal guidelines in politically sensitive situations.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:
Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to a~~n~~ ~~Associate~~Bachelor's degree with major coursework in accounting, finance, business or public administration, or a closely related field and five (5) years of responsible professional public accounting and auditing experience and/ or ~~office management~~ governmental accounting experience.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California driver's license by time of appointment.
- Possession of a valid license as a ~~c~~Certified ~~p~~Public ~~a~~Accountant.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing in and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

SHASTA REGIONAL TRANSPORTATION AGENCY
Salary Plan
Fiscal Year 2012-2013
Updated 12/20/12

SHASTA REGIONAL TRANSPORTATION AGENCY SALARY SCHEDULE							
Job Title	Salary Range	Monthly A Hourly A	Monthly B Hourly B	Monthly C Hourly C	Monthly D Hourly D	Monthly E Hourly E	Monthly F Hourly F
SENIOR TRANSPORTATION PLANNER		$ 5,168.00	$ 5,426.00	$ 5,697.00	$ 5,983.00	$ 6,282.00	$ 6,596.00
		$ 29.81	$ 31.31	$ 32.87	$ 34.52	$ 36.24	$ 38.05
ASSOCIATE TRANSPORTATION PLANNER		$ 3,894.00	$ 4,089.00	$ 4,293.00	$ 4,508.00	$ 4,733.00	$ 4,970.00
		$ 22.465	$ 23.589	$ 24.768	$ 26.006	$ 27.307	$ 28.673
ASSISTANT TRANSPORTATION PLANNER		$ 3,364.00	$ 3,532.00	$ 3,708.00	$ 3,894.00	$ 4,089.00	$ 4,293.00
		$ 19.406	$ 20.376	$ 21.395	$ 22.465	$ 23.589	$ 24.768
~~SENIOR ACCOUNTANT - CONFIDENTIAL~~		~~$ 4,069.00~~	~~$ 4,272.00~~	~~$ 4,486.00~~	~~$ 4,711.00~~	~~$ 4,946.00~~	~~$ 5,194.00~~
		~~$ 23.476~~	~~$ 24.649~~	~~$ 25.882~~	~~$ 27.177~~	~~$ 28.536~~	~~$ 29.963~~
CHIEF FISCAL OFFICER - CONFIDENTIAL		$ 5,168.00	$ 5,426.00	$ 5,697.00	$ 5,983.00	$ 6,282.00	$ 6,596.00
		$ 29.81	$ 31.31	$ 32.87	$ 34.52	$ 36.24	$ 38.05
EXECUTIVE ASSISTANT - CONFIDENTIAL		$ 2,597.00	$ 2,727.00	$ 2,864.00	$ 3,007.00	$ 3,157.00	$ 3,315.00
		$ 14.985	$ 15.734	$ 16.521	$ 17.347	$ 18.215	$ 19.125

STAFF REPORT

MEETING DATE:	**5/22/12**
SUBJECT:	**Approve Job Specifications and Salary Resolution**
AGENDA ITEM:	**8**
STAFF CONTACT:	**Dan Little**

SUMMARY:

The board-approved transition of the RTPA to an independent agency will require adoption of job classifications and a salary plan.

STAFF RECOMMENDATION:

It is recommended that the board:

1. Approve the attached job specifications, and salary plan pursuant to Resolution No. 12-07; and
2. Authorize hiring of the new senior accountant – confidential position at salary step F ($5,194 monthly) commensurate with the candidates experience and professional certifications relative to the job classification.

DISCUSSION:

New job classifications and salary schedules are provided for board consideration. Proposed duties and responsibilities have been tailored to operational needs of an independent RTPA. There are seven full time RTPA positions and six job classifications. Three of these are in the "transportation planner" series where placement is variable based on qualifications and experience. Below is a description of each classification followed by a discussion of changes in responsibilities or salary range, if any:

1. **Executive Director:** The executive director under the independent agency will be responsible for oversight of all agency support functions previously provided by the county. This includes all aspects of personnel, fiscal controls, banking, accounting, insurance and benefits administration. Starting salary will be unchanged. The executive director will need to enter into an employment contract with the board.

2. **Senior Transportation Planner:** The RTPA currently has two senior planners. Duties in all of the transportation planner series will essentially remain unchanged with the move to an independent agency. Proposed salary ranges are unchanged.

3. **Associate Transportation Planner:** The RTPA currently has one associate planner. Proposed salary range is unchanged.

4. **Assistant Transportation Planner:** The current assistant planner will be resigning in June. The RTPA will recruit a new individual within the transportation planner series. Proposed salary range for the assistant transportation planner is unchanged.

5. **Senior Accountant – Confidential:** This classification was changed to a senior level position because there will no longer be county accounting support. The position is confidential because it will have access to confidential employee, labor, and benefit information. The salary range is proposed to be 5% higher, consistent and current county salary classifications applicable to confidential positions. Although this position will now essentially serve as the agencies chief financial officer, the salary will not be adjusted other than for the 5% for confidential designation.

6. **Executive Assistant – Confidential.** This position is now confidential because it will directly assist the executive director with confidential employee files, evaluations, labor issues and other items. The individual in this position would transfer to the RTPA at the same salary currently provided by the county; however, the salary range is proposed to be 5% higher due to the confidential classification consistent with the senior accountant – confidential position above. The individual could be granted this 5% increase next year subject to the evaluation process and satisfactory performance in this new capacity.

The RTPA's previous accountant-auditor III resigned in May. The agency conducted a recruitment under the "senior accountant – confidential" classification and salary with a disclaimer that this was pending board review and approval. The position has been tentatively offered to a well-qualified individual with a start date of July 1, 2012. To recruit and retain this individual, the executive director recommends that the board offer the position at the top step in the new approved salary range (step F). This results in a monthly salary of $5,194 for this new classification, which is 5% higher than the salary of the previous accountant-auditor III.

The individual offered this position exceeds job qualifications and can provide high-level accounting functions beyond the stated duties in the proposed job classifications. He should be able to perform duties otherwise budgeted for on-call consulting services at $25,000 annually. This consultant expense was noted to the board last January as part of the financial assessment to consider an independent RTPA. Before entering into an accountant consultant contract, the executive director intends to evaluate performance of the senior accountant – confidential position. If the agency can forgo hiring an accounting consultant at a $25,000 budget savings, a proposal to reclassify this position consistent with these higher standards will be provided for board consideration in October.

ALTERNATIVES:

The board may modify the job classification roles and responsibilities; however, these are intended to accurately reflect the nature of each position regardless of compensation.

The board may elect to not increase the top salary range for the two confidential positions by 5%. This is not recommended as it would be inconsistent with current practice. In addition the individual offered the senior accountant – confidential position has qualifications that could allow a substantial agency savings in ongoing consulting expense.

The board could maintain all salary ranges at current levels pending a comprehensive salary classification plan for all positions.

OTHER AGENCY INVOLVEMENT:

The independent RTPA board subcommittee, consisting of Chair Moty, Vice Chair Watkins, and past Chair Dickerson are scheduled to review this item May 21.

FINANCING:

While the job classifications reflect increased responsibilities as an independent agency, the starting salaries will remain unchanged for all existing employees. Within a year, the executive assistant - confidential could receive a maximum 5% salary increase subject to satisfactory performance in this new role. The individual considering the vacant senior accountant - confidential position would receive a maximum 5% increase in pay over the prior accountant-auditor III's salary.

This action would result in an agency maximum cost of $6,928.48 in FY 2012/13 and a maximum of approximately $8,676.42 annually thereafter. This includes salaries, benefits and all other related costs. It is expected that there would also be an offsetting agency savings of approximately $200 per hour in professional accounting consultant fees for support of RTPA operations. This is because the individual being offered the senior accountant – confidential position is qualified to perform these functions at a greatly reduced rate. A net budget savings is anticipated. Adequate funds are budgeted in the 2012/13 Overall Work Program to support this recommendation.

Daniel S. Little, AICP, Executive Director

Attachments: Resolution No. 12-07 with Salary Plan
Job Specifications

4. Classification Pay Plan

The executive director or authorized designee is responsible for the classification of individual positions and the assignment of classes to salary ranges within currently approved salary schedules as may be required to accomplish the Agency's mission, purpose and programs, provided that such actions are:

A. Consistent with policy.

B. Will not exceed the approved budget for personnel expenses.

5. Amendment and Maintenance

Whenever one or more new classes are requested or whenever, because of any change in organization or method, a significant change in the duties or responsibilities of any existing position is to be made, which requires the amendment of the classification plan, such revision and amendment of the classification plan shall be made in the manner provided herein.

The board of directors upon recommendation of the executive director or authorized designee at any regular meeting, may create new classes, divide, combine, alter or abolish existing classes, or allocate new positions to appropriate classes or reallocate existing positions to other classes by resolution or by amending this Chapter.

204. COMPENSATION

POLICY

The Agency's compensation program is designed to attract, retain, motivate and reward the best possible workforce in an equitable manner. To accomplish this, the Agency has established the following plan, provisions and standards for employee compensation.

GUIDELINES

1. Salary and Wage Plan

The Agency's salary program is designed to pay each employee a salary determined by the competitive job market, job responsibilities, and the required level of expertise.

Officers, supervisors, and employees shall receive the compensation provided in the basic salary schedule set forth by resolution of the board of directors for the classification of the position in which they are employed, in accordance with the allocation of such classifications to ranges of the basic salary schedule and in accordance with the terms of employment hereinafter set forth. The salary of each class shall be further based on the principle that like salaries shall be paid for comparable duties and responsibilities and that Agency salary schedules shall bear a reasonable relationship to prevailing rates of pay in other public jurisdictions and in local private employment.

The executive director or authorized designee has overall responsibility for recommending, interpreting, and monitoring the salary and performance management systems.

2. Salary Structure

The salary structure assigns each Agency position to a salary range that identifies minimum and maximum rates, based on comparable positions at other public sector agencies, according to the skills, responsibilities and qualifications that the position requires, rather than individual job performance or qualifications of the incumbent in that position. Each position is then assigned an appropriate salary range.

Periodically, prior to the board of directors' review and adoption of the Salary and Benefits Resolution, the executive director or authorized designee will review the compensation plan to evaluate current market value and labor market inflation. If appropriate, the executive director or authorized designee will recommend that ranges be adjusted to reflect market changes.

3. Starting Salary

The starting rate of pay for a newly hired employee will be determined by the executive director or authorized designee. The decision as to where to place the newly hired employee within the pre-determined salary range is made according to the knowledge, skills and abilities and job-related experience the employee brings to the Agency. The executive director has the authority to hire either at step A, B, or C, depending on qualifications. The board may authorize hiring at higher steps.

4. Performance Review

Supervisors are responsible for reviewing each employee's performance during the annual performance evaluation period for all employees. Based upon the results of the performance review, the executive director or authorized designee will make salary adjustments, within the approved salary ranges and the adopted budget for the following fiscal year.

Accurate performance reviews are particularly important and will be considered for potential salary adjustments at the sole discretion of the executive director or authorized designee.

5. Timing of Salary Increases

Employees' salaries will be reviewed for the first time during the 6-month probationary performance evaluation and annually thereafter. The employee's performance evaluation will be taken into consideration. Increases will be considered depending on the employee's overall performance evaluation score.

6. Promotions

An employee who is promoted to a higher classification within the established compensation plan will receive at least a 5% salary increase within a specified salary step of the new position.

7. Paydays

All salaries and wages shall be paid on a biweekly basis not later than the Friday following the end of the pay period for the preceding two weeks' earnings.