

## **Rule # 5-45**

### **Compensation**

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#### **§ 5-45-005 Purpose**

The purpose of the county's compensation policy shall be to:

- A. Establish a general framework for providing "equal pay for equal work" as provided by law.
- B. Provide an appropriate salary structure to facilitate recruitment and retention of competent employees and necessary skills/talents.
- C. Establish equitable internal and external pay relationships.
- D. Maintain public trust in the county's financial stewardship.

#### **§ 5-45-010 Policy**

- A. It is county policy to establish a compensation plan that provides pay and benefits necessary for the county to recruit, select, and retain qualified employees; recognizes employee performance, growth and development; and maintains an appropriate internal relationship among job profiles and employees based on job responsibilities, qualifications, and authority.
- B. The county recognizes the importance of 'total compensation' in attracting, retaining, recognizing and rewarding well-qualified employees who are committed to delivering quality services. 'Total compensation' consists of both direct (base-pay, merit or step increases, cost of living increases and other pay) and indirect (health and welfare benefits, retirement plans, paid holidays and other leave, and training and development opportunities) compensation. For the purposes of the county's policies, the term compensation refers to "direct" compensation.

#### **§ 5-45-020 General Compensation Guidelines**

- A. Central Human Resources will establish pay ranges for all job profiles, including new or modified job profiles. Central Human Resources will determine the methods to be used consistent with these rules. Bargaining agents will be notified of proposed pay ranges

for new or modified job profiles, as required by applicable collective bargaining agreements.

B. Labor market pay range data are the most accurate indicator of prevailing wages for comparable jobs.

C. The county's compensation structure will typically be based on market salary data.

D. Assigned pay grades will reflect the midpoint of the defined labor market for each job profile unless otherwise provided for in this rule.

E. It is recognized that due to employment competition and/or retention issues of qualified employees, some job profiles or job families may warrant a higher pay range than has been established for that job profile. Changes in the market position for any job profile must be approved by the Multnomah County Chief Human Resources Officer.

F. If sufficient market data are not available, other methods to determine job profile's worth and position within the salary structure may be used.

#### **§ 5-45-030 Determining the Market and Compensation**

A. Factors considered that define the labor market or impact the county's market position include but are not limited to general recruitment areas; competition; turnover and separation data for particular job skills; comparative economic conditions; comparable populations and other demographic data; organizational size and program responsibilities of jurisdictions; and work force composition.

B. The county views similar jurisdictions as comparable employers when surveying or making market pay "matches". Therefore, the county primarily targets the public sector for its pay comparisons and does not typically consider pay data from non-profit entities or the private sector.

C. For the majority of jobs, market data that are reflective of the recruitment area will be used to determine compensation. The county may use other compensation tools as necessary. The county generally defines its labor markets as follows:

1. The Local Labor Market is generally defined as public sector organizations in Oregon and/or the Portland metropolitan area.
2. The Regional Labor Market is generally defined as public sector organizations in the Pacific Northwest.
3. The National Labor Market is generally defined as public sector organizations beyond the local and regional labor markets.

D. When market data are insufficient to establish pay ranges, internal equity within the county may be considered. Accordingly, the county utilizes various job evaluation tools to establish a pay range and align job profile relationships.

#### **§ 5-45-040 Market Studies**

A. Market studies will be completed on an ongoing basis with the goal to periodically review all job profiles.

B. Market studies may include one or all of the following: jobs may be studied for compensation only; job profiles may be revised or updated and/or positions may be reviewed for proper allocations.

C. Special studies may be conducted due to rapid changes in the market, technology changes, regulatory requirements, high turnover, and inability to fill vacancies and/or impact on essential public services.

D. Central Human Resources will maintain procedures for conducting studies and will maintain study records.

#### **§ 5-45-050 Pay Plan**

A. The county's pay plan consists of a series of pay ranges and pay grades. Pay ranges are assigned to job profiles so that there is a pre-defined minimum and maximum amount that the county will pay for the work performed by the job profile. Job profiles are assigned pay ranges in accordance with MCPR § 5-55.

B. Represented job profiles

The pay range structure for each bargaining unit reflects the result of their negotiated pay rates.

C. Non-represented job profiles

Non-represented job profiles have a structured pay grade table that includes a series of ranges and the ranges are open ranges with no steps in the ranges.