

# Chapter 14. Classification & Cash Compensation<sup>1</sup>

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<sup>1</sup> Chapter 14 was adopted on 9/15/2015, item 14 replacing these sections from Chapter 10: 10.004, 10.024 - 10.026, 10.028, 10.029, 10.0295, 10.03001 - 10.03013, 10.032 -10.034, 10.053, 10.076(a)(1) and (10), 10.078 - 10.086, 10.088, and 10.093 of Chapter (10).

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**Subchapter A. General Interpretative Provisions of Chapter 14**

**14.001 Authority**

The Commissioners Court acting in its capacity as the governing body of Travis County adopts this chapter under the authority of the laws of Texas.

#### **14.002 Intent of Chapter**

- (a) Travis County recognizes that employees are its most valuable resources. Along with leadership and mission, working conditions, learning opportunities, and benefits, Travis County recognizes that compensation is important in recruiting and retaining employees. Therefore, Travis County strives to pay employees competitively within Travis County's ability to pay. The Commissioners Court intends to pay fair and equitable compensation based on Internal Equity and External Equity.
- (b) Travis County recognizes the need to provide for the most effective utilization of human resources. Appropriate staffing with the right mixture of skills and experience is generally more cost effective than paying low wages to a larger number of employees. Paying below market pay rates often results in poor services to residents and taxpayers, high turnover, and overstaffing. Turnover may result in high costs for Overtime pay, recruitment expenses, and contracted services.
- (c) Paying above market pay rates is also an ineffective use of taxpayers' dollars. In addition, overpaying may result in an outsourcing of services and a reduction in force for employees.

#### **14.003 Application of Policy**

- (a) This chapter applies to employees who work for the Commissioners Court and those who work for Elected and Appointed Officials who have opted into this policy.
- (b) Elected Officials and Appointed Officials may opt out of this policy for their offices through official notification to Commissioners Court and HRMD. Any Elected Official or Appointed Official who opts out of this policy is responsible for maintaining a hierarchical structure of jobs for his or her Department and is encouraged to keep accurate, up to date Job Descriptions for all Positions within his or her Department on file. If an Elected Official or Appointed Official opts out of this policy, HRMD still processes personnel actions.
- (c) Elected Officials and Appointed Officials that have previously opted out of this policy may request reinstatement in this policy through official written notification to Commissioners Court and HRMD. If an Elected Official or Appointed Official chooses to return to this policy, the Elected Official or Appointed Official must work with HRMD to determine placement of Positions within the Classification System. If there is a disagreement concerning placement, Commissioners Court makes the final determination. A decision of an Elected Official or Appointed Official to return to this policy may only be implemented during the annual budget process.

#### **14.004 Effective Date**

This chapter is effective upon adoption by the Commissioners Court.

#### **14.005 Precedents and Interpretation**

- (a) This chapter shall be interpreted strictly so that no rights are created that are not specifically granted by this chapter. This chapter shall be applied prospectively.
- (b) Commissioners Court shall resolve any questions about any interpretation of this chapter.
- (c) Throughout the chapter, defined words are shown with an initial Uppercase. The use of initial Uppercase is interpreted to mean that the definition of the word or phrase with initial Uppercase shall be the definition in this chapter.

#### **14.006 Definitions**

In this chapter, the following words and phrases have the meaning adjacent to the words below.

- (1) Career Ladder: A series of defined levels within a job family where the nature of the work is similar (e.g., accounting, engineering) and the levels represent Travis County's requirements for progressive skill, knowledge, responsibility, and experience.
- (2) Classification System: The hierarchical structure of jobs, including a pay scale that is arranged into Pay Ranges according to Job Evaluations based on Internal Equity and External Equity and that is maintained and approved by Commissioners court as the official classification and compensation system for Travis County.
- (3) Comparable: The degree to which compensation elements are similar enough to be included with a measurement of total compensation.
- (4) Compensatory Time: Authorized leave earned by an employee which is used by an employee as repayment for time in excess of 40 actually worked during a single work week, instead of cash compensation.
- (5) Department: A functional unit of Travis County operations under the direction of a Department Head that may commonly be called either an office or a department.
- (6) Department Head: An Elected Official, Appointed Official, County Executive or an employee about whom an Elected Official, Appointed Official or County Executive has provided written authorization to make classification and compensation decisions for the Department of that Elected Official, Appointed Official or County Executive to HRMD and the County Auditor.
- (7) External Equity: The value of a Position based on what other organizations within the applicable market pay for Comparable duties and responsibilities.
- (8) HRMD: Human Resource Management Department.

- (9) Internal Equity: The value of a Position based on what other Positions within Travis County are paid for Comparable duties and responsibilities.
- (10) Job Description: A written description of the duties, responsibilities, qualifications required, knowledge, skills, and abilities of one classification of Positions.
- (11) Job Evaluation: The process of assigning a job title to a Pay Grade based on (1) a point factor score and (2) on market pay data about the job title or related benchmark jobs.
- (12) Market Study: A comprehensive classification and compensation study to facilitate market competitiveness of the pay structure.
- (13) Measurable: The degree to which compensation elements can be assigned a meaningful numeric value for comparison.
- (14) Midpoint: The numeric value within a Pay Grade that represents the central point between the minimum and maximum of that Pay Grade.
- (15) Mobility: Movement through the Classification System either horizontally across the Pay Range or vertically between Pay Grades.
- (16) Overtime: Time worked in excess of 40 hours actually worked in one workweek by non-exempt employees with the workweek beginning and ending at the midnight between Saturday and Sunday. Time is considered actually worked if it is spent performing job duties required of a Position, representing Travis County in an official capacity, or attending training required by a Department Head. Time spent away from work on leave, including vacation leave, emergency leave, personal holidays, sick leave, family and medical leave, catastrophic sick leave, holiday, military leave, leave without pay, and jury duty is not "time actually worked" and is not included when calculating Overtime pay or Compensatory Time. In addition, on call time is not "time actually worked" and is not included when calculating Overtime pay or Compensatory Time.
- (17) Pay Grade: The numeric value assigned to a Pay Range to which job titles are assigned based on Job Evaluation.
- (18) Pay Range: The minimum and maximum rate of pay for a Pay Grade.
- (19) POP Scale: Peace Officer Pay Scale.
- (20) POPS Employee: an employee who is filling a position on a POP Scale and may include sheriff's patrol and corrections officers, deputies of Constables, deputies of the Fire Marshal, investigators, and Park Rangers.
- (21) Position: A Travis County job consisting of a group of duties or responsibilities requiring the full-time or part-time employment of one person.

- (22) Position Analysis: The process of reviewing and documenting the duties, responsibilities, qualifications required, knowledge, skills, and abilities required to a Position or group of similar Positions.
- (23) Position Classification: The process of assigning a single job title to one or more Positions that are determined by Position Analysis to be sufficiently comparable to be described by a single job title.
- (24) Reclassification: A reassignment of a job to a new or different job title based on changes in duties, qualifications required, or knowledge, skills, and abilities necessary to perform the job.
- (25) Regular Employee: A person hired without limitation as to duration of employment who may be either Full-time or Part-time.
- (26) Transfer Employee: A person who became a Regular Employee as a result of a decision by the Commissioners Court to perform a function, program, or other operation with Regular Employees instead of contracting with the City of Austin for the services necessary to accomplish the function, program or other operation.

**[14.007 - 14.015 Reserved for Expansion]**

***Subchapter B. Compensation Overview***

**14.016 Compensation Philosophy**

Travis County considers it a high priority to recruit, motivate, and retain employees capable of providing exemplary service for the residents of Travis County by using a total compensation system that is fair, flexible, and market competitive.

**14.017 Supporting Strategies**

- (a) Travis County offers a competitive compensation package composed of cash compensation, benefits, and work/life balance, where:
  - (1) The market is the Comparable local, state, and national government entities appropriate to the Position as described in section 14.034(d).
  - (2) Travis County seeks to maintain a market match philosophy averaging at the 50th percentile in cash compensation and a high market match philosophy in group benefits, with a focus on wellness initiatives.
  - (3) Elements of total compensation that are considered to be Comparable and Measurable to the compensation of other organizations include cash compensation, health insurance, life insurance, retirement annuity, vacation leave, sick leave, personal leave and holidays.
  - (4) Elements of work/life balance are part of the operational definition of total compensation to the extent that they are Comparable and Measurable.

- (b) The Classification System is designed to support ease of implementation.
- (c) The Classification System is characterized by both Internal Equity and External Equity.
- (d) The Classification System supports employee Mobility.

#### **14.018 Establishment of Livable Wage**

Commissioners Court may, at its discretion, establish a livable wage that is greater than the federal minimum wage. Each year during the budget process, HRMD shall make a recommendation on the status of the livable wage in Travis County.

#### **[14.019 - 14.025 Reserved for Expansion]**

#### ***Subchapter C. Classification System***

#### **14.026 Structure of Classified Pay Scales<sup>2</sup>**

- (a) The Positions in the offices of Elected Officials and Appointed Officials are not on a pay scale unless the official opts to place his or her employees on the non-executive classified pay scale. For all other employees, there are two types of pay scales, the POP scale and the classified pay scales. There are also two classified pay scales and all classified Positions reside on one of these two classified pay scales:
  - (1) Non-executive classified pay scale – Employees on this scale include all exempt and non-exempt employees not included on the executive scale.
  - (2) Executive classified pay scale – Exempt employees on this scale comprise the top tier of executive management within Travis County.
- (b) HRMD assigns Positions to these classified pay scales in conjunction with the respective Department Head.

#### **14.027 Pay Scales**

- (a) The Commissioners Court approves and maintains formal pay scales to provide a systematic means for establishing and maintaining Internal Equity and External Equity.
- (b) The pay scales must include a minimum and a maximum pay rate for each Pay Range. An employee cannot be paid outside the Pay Range for his or her Position Classification without prior approval of the Commissioners Court.

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<sup>2</sup> This section became effective October 1, 2011.

- (c) HRMD conducts salary surveys at regular intervals or at the specific direction of the Commissioners court to determine if Travis County is maintaining competitive pay scales.

#### **14.028 Timing of Review of Classified Pay Scales**

Unless otherwise instructed by Commissioners Court, HRMD reviews and compares the classified pay scales to public sector peers approved by Commissioners Court each year in which HRMD conducts a Market Study.

#### **14.029 Adoption of Classification System**

To allow Travis County to attract and retain qualified public employees, Commissioners Court establishes the Classification System to assure that, to the greatest extent practicable, Travis County pays in accordance with the relative value of jobs as determined by (1) job duties, qualifications required, and knowledge, skills, and abilities required; and (2) market pay data.

The Commissioners Court of Travis County adopts the Classification System described in this Subchapter C including Position Analysis, Position Classification, Job Evaluation and applicable pay scale in accordance with its authority to determine the number of employees to be appointed and its indirect authority to set maximum limits on compensation and allowances through budget allocations for personnel. The Job Descriptions of employees are subject to this Classification System.

#### **14.030 Application of Classification System**

The Positions of Elected Officials and Appointed Officials are not assigned a classification or Pay Range. Unless another Position is specifically approved as unclassified by the Commissioners Court, all other Positions are assigned to the appropriate classification and Pay Range. HRMD maintains a list of all non-classified Positions.

#### **14.031 Maintenance of Classification System**

- (a) Travis County, through HRMD, maintains the Classification System by performing a Position Analysis, Position Classification and Job Evaluation on each Position, both current and new, on a regularly scheduled basis.
- (b) HRMD determines market competitiveness based on adopted philosophy, strategies, policies, and input from Department Heads.

#### **14.032 Classification of New Positions**

- (a) HRMD performs a Position Analysis, Position Classification and Job Evaluation on proposed new Positions before submission to Commissioners Court for approval.

- (b) Department Heads must submit a Position Analysis Questionnaire (PAQ), Pay Determination Guide, an organizational chart and an official memorandum that describes the function of the new Position and how it supports the Department's business needs. If the new Position requires the creation of a new Job Classification, Department Heads must also submit a draft Job Description.
- (c) HRMD assigns each new Position a classification based on the Position Analysis. HRMD assigns a Pay Range to the Position Classification based on the Job Evaluation.
- (d) The Planning and Budget Office must verify funding for all new Positions.

**14.033 Position Analysis**

- (a) HRMD examines each Position included in a Market Study to ensure it is classified.
- (b) Based on the Position Analysis, HRMD determines the Position Classification for each Position.

**14.034 Job Evaluation**

- (a) Based on information obtained through Position Analysis, HRMD performs a Job Evaluation on each Position.
- (b) Internal Equity Analysis: HRMD performs point factor analysis on each Position Classification included in a Market Study. Based on the point factor scores, HRMD establishes a hierarchy of jobs based on duties, responsibilities, qualifications required, and knowledge, skills and abilities required.
- (c) Point Factor System: A point factor system for the evaluation of internal job worth will be developed and approved by the Compensation Committee and recommended to Commissioners Court for adoption and implementation.
- (d) External Equity Analysis:
  - (1) HRMD uses the most current approved Job Description in the HRMD files and other information obtained from the current Position Analysis to perform an analysis of External Equity.
  - (2) The geographic market for jobs generally expands as jobs become more complex and the impact on Travis County becomes greater. Generally, appropriate geographic regions are determined as follows.
    - (A) local area markets are appropriate for jobs on the non-exempt scale; if an insufficient number of local peers are available, the market expands to a regional market;
    - (B) regional markets are appropriate for jobs on the exempt scale and include major Texas counties and cities; and

- (C) national markets are appropriate for executive jobs and include regional and national public sector peers of Comparable size and, if the job has an industry counterpart, all industries of Comparable size. Industry matches for executive jobs may require some customization to provide for reasonable comparisons.
  - (3) HRMD may survey external organizations to increase participation and may ensure confidentiality of data for responding organizations that are not otherwise subject to the Texas Public Information Act.
  - (4) Confidentiality for organizations not subject to public information laws is needed to facilitate the continued participation of these organizations in surveys. If county surveys cannot ensure this confidentiality, then this issue must be clearly noted in the initial request for participation when the survey is distributed.
  - (5) HRMD attempts to match the job description provided by the organizations being surveyed to the Job Description in each survey. Because all jobs are somewhat unique to their respective organizations, a match of at least 60 percent in duties, responsibilities and skill level is considered an appropriate survey match.
  - (6) To ensure that one source does not unduly skew the market data, a minimum of three separate appropriate survey matches must be used in any market analysis of benchmark classifications.
  - (7) Jobs with fewer than three separate appropriate survey matches are classified by valuation based on what other Positions in Travis County are paid for Comparable duties and responsibilities. Although these jobs are not market priced, the available market pay data may be used as a secondary method to confirm the accuracy of the Job Evaluation.
  - (8) Midpoint is used to establish the market pay rate for jobs. HRMD compares the average market Midpoint to the established Travis County Midpoint to determine market differential.
  - (9) External Equity analysis produces a hierarchy of jobs based on market value for jobs with Comparable duties and responsibilities and requiring Comparable qualifications, knowledge, skills, and abilities.
- (e) Combining Internal and External Equity Analysis:
- (1) HRMD analyzes the regression of the point factor scores against market Midpoint value to produce a predicted Midpoint value for each Position. The regression analysis produces the Classification System.
  - (2) HRMD places Positions in the pay scale based on the predicted value of the Midpoint that occurs as the result of the regression analysis. To ensure that Positions are not placed below market value, HRMD does not place jobs below the market value found in the External Equity analysis.

- (f) Department Heads and HRMD are encouraged to discuss any concerns about Job Evaluations to reach agreement on appropriate actions. If differences exist between HRMD and the affected Departments, Commissioners Court makes the final decision on the proposed changes.

**14.035 Job Descriptions**

- (a) HRMD reviews the new draft Job Description prepared by the Department Head when HRMD determines a new Position Classification is required as a result of a scheduled Market Study or after a request by Department Head that:
  - (1) A new job title be approved;
  - (2) A current job title be renamed;
  - (3) Two or more job titles be combined; or
  - (4) A revision be made because an approved Job Description no longer accurately describes the duties, qualifications, knowledge, skills, and abilities required of the Position or group of Positions covered by the job title.
- (b) HRMD works with affected Departments before submitting changes to a Job Description. If differences exist between HRMD and the affected Departments, Commissioners Court makes the final decision on the proposed changes. HRMD revises the new Job Description prepared by the Department Head after:
  - (1) Position Analysis;
  - (2) Position Classification; and
  - (3) Job Evaluation (resulting in assignment of a Pay Range or a discrete pay amount for the job title).
- (c) When officially approved by the Commissioners Court, Job Descriptions contain:
  - (1) The job title;
  - (2) The classification number assigned by HRMD;
  - (3) The Pay Range for the job title or an indication that the job title is a Position for an Elected Official or appointed Official for which pay is set (after Position Analysis, Position Classification, and Job Evaluation) by the Commissioners Court or by other authority established by law;
  - (4) The date the Job Description was last revised;
  - (5) A summary of the function describing briefly the major duties and responsibilities of the Position;

- (6) Selected examples of work performed including the tasks most characteristic of the Position and a statement that the Position includes any other duties that may be assigned;
  - (7) Qualifications that include the combinations of education and experience that are required to hold the job, including required or preferred certificates or licenses, and any other specific requirements;
  - (8) Knowledge, skills, and abilities that may be required and in which the applicant must demonstrate competency or the ability to establish competency; and
  - (9) A designation pursuant to the Fair Labor Standards Act related to exempt or non-exempt status.
- (d) HRMD is responsible for the final composition and maintenance of all Job Descriptions used within the Classification System.
  - (e) The Director of HRMD is authorized to make typographical or grammatical revisions to existing Job Descriptions without re-submission of the Job Descriptions to Commissioners Court.
  - (f) Departments may augment approved Job Descriptions with task lists for individual employees if the task lists are not inconsistent with the duties and responsibilities described in the Summary of Functions section of the approved Job Description and do not involve more or higher qualifications or knowledge, skills, and abilities than those stated on the approved Job Description.
  - (g) For all Departments reporting directly to the Commissioners Court, all employees must meet the minimum qualifications required of the Position Classification stated in the approved Job Description.

#### **14.036 Scheduling of Market Studies**

- (a) Unless otherwise instructed by Commissioners Court, HRMD conducts a Market Study every fourth year. Commissioners Court reviews and implements the results of that study in the following fiscal year.
- (b) In each year between Market Studies, HRMD performs a market analysis of benchmark classifications. Commissioners Court reviews and implements the results of that analysis in the following fiscal year.

#### **14.037 Methodology of Market Studies**

HRMD uses the following procedures to conduct the Market Studies:

- (1) Position Analysis,
- (2) Position Classification, and
- (3) Job Evaluation.

#### **14.038 Effects of Market Study**

As a result of a Market Study, HRMD may recommend that Positions be reclassified. Reclassification may affect filled Positions in one or more of the following ways:

- (1) Change in Pay
  - (A) Upgraded. If the Position is upgraded to a higher Pay Range, the incumbent employee's pay is upgraded to that higher Pay Range and adjusted as follows:

The pay increase is calculated by multiplying three and a half percent (3.5%) times the number of Pay Grades upgraded times the Midpoint of the new Pay Grade, with the new pay limited by the maximum of the new Pay Range. If the sum of the incumbent employee's current pay and this increase does not equal at least to the minimum of the new Pay Grade, then the incumbent employee's pay is adjusted to the minimum of the new Pay Grade.
  - (B) Downgraded. If the Position is downgraded to a lower Pay Range, the incumbent employee's pay is downgraded to that lower Pay Range and adjusted as follows:

Incumbent employees should receive no decrease in pay; however, any employee whose pay exceeds the maximum of the new Pay Grade shall not receive any increase to base pay.
- (2) Change in Title. A title change may be appropriate based on the duties of the Position. The Position may be retained at its current Pay Range and, if so, there is no change to an employee's pay.
- (3) Change in Exempt/non-Exempt Status. All positions are classified as either exempt or non-exempt based on criteria set by the Fair Labor Standards Act and regulations. The exempt or non-exempt status determines eligibility for Overtime pay or Compensatory Time. This status can be affected by a Reclassification because the factors determining it are related to the duties and responsibilities of the Position. When a Position is reclassified from non-exempt to exempt, all accrued Compensatory Time should be paid to incumbent employees before the Reclassification becomes effective.

#### **14.039 Implementation Steps**

- (a) At the conclusion of each Market Study, HRMD provides Commissioners Court with two lists:
  - (1) A list of all Positions and the recommendations for each of the following for each Position:
    - (A) Proposed classification,
    - (B) Proposed Pay Grade, and
    - (C) Proposed Exempt/non-Exempt status.

- (2) A list of all incumbent employees in Positions on the list in section 14.039(a)(1) and the proposed salary level for each incumbent employee.
- (b) HRMD presents any significant changes to Job Descriptions that result from the Market Study to Commissioners Court for approval.
- (c) HRMD presents the results of each Market Study, including implementation costs to Commissioners Court in time for inclusion in the preliminary budget.
- (d) The results of a Market Study are not final and may not be implemented without approval of Commissioners Court.

**14.040 Ad-Hoc Reclassifications**

- (a) A request for a Reclassification analysis for any Position that occurs outside a regularly scheduled Market Study is an ad-hoc Reclassification request. If ad-hoc Reclassification requests are necessary, Department Heads are encouraged to submit these requests within the annual budget process.
- (b) For ad-hoc Reclassification requests falling outside the budget process, a Department Head must submit a formal written request to HRMD.
- (c) Any ad hoc Reclassification request must include a Position Analysis Questionnaire, the organization chart, and the rationale for the request and any other appropriate documentation. If the request requires the creation of a new Position Classification, the Department Head must also submit a draft Job Description.
- (d) A position may be considered for ad-hoc Reclassification when:
  - (1) the duties and responsibilities assigned to it have changed significantly based on Travis County's needs;
  - (2) the Position is reassigned into a different function; or
  - (3) a reorganization is implemented by the Department Head to improve the service to the residents of Travis County.
- (e) After careful evaluation and study, HRMD should provide a recommendation about the request for an ad-hoc Reclassification to the Commissioners Court.
- (f) Commissioners Court must approve each Reclassification before the Reclassification becomes effective.

**14.041 Reclassifications Related to Department Reorganizations**

- (a) If there is a departmental reorganization or substantial change in the duties and responsibilities of multiple Positions, a Department Head may submit a written request for a Reclassification study of the affected unit(s) within the Department. Positions are considered for Reclassification when:

- (1) the duties and responsibilities assigned have changed significantly based on Travis County's needs;
  - (2) there is a reassignment into different functions; or
  - (3) the Department Head implements a reorganization to improve the service to the residents of Travis County.
- (b) The Department Head must submit a formal, written request to HRMD. This request must include the Position Analysis Questionnaires, the organization chart, the rationale for the request and any other appropriate documentation. If the request requires the creation of a new Job Classification, the Department Head must also submit draft Job Descriptions for each new Position Classification. The rationale for the request should outline any operational efficiencies or improvements that are expected from the reorganization.
- (c) After careful evaluation and study, HRMD and the Office of Planning and Budget should provide a recommendation to the Commissioners Court.
- (d) For Departments that report to Commissioners Court, within 60 days of the decision by the Commissioners Court to reorganize, merge, consolidate or change the mission of any Department, the Director of HRMD re-evaluates the affected Department Head to determine if these changes significantly affect the scope of that Position and warrant a Reclassification. If a Position is classified at the highest Pay Range, the incumbent's salary may be adjusted horizontally within the Pay Range. If changes should be considered, HRMD submits recommendations to Commissioners Court for approval.
- (e) Commissioners Court must approve each Reclassification before that Reclassification becomes effective.

#### **14.042 Methodology of Market Analysis of Benchmark Classifications**

- (a) During years in which Market Studies are not conducted, market analysis of benchmark classifications are conducted to implement changes in the Classification System based on changes in the market.
- (b) HRMD consults with Department Heads before HRMD selects the benchmarks.
- (c) HRMD selects 75-100 Position Classifications to serve as benchmarks to represent the jobs within the classified pay scales based on the following criteria:
- (1) jobs from each level of each classified pay scale;
  - (2) jobs from each job family;
  - (3) jobs with high numbers of incumbents;
  - (4) jobs with significant turnover rates; and
  - (5) jobs recommended from Departments to the extent possible.

- (d) After HRMD selects benchmarks, HRMD surveys the market for External Equity for these Positions based on the procedures in section 14.034(d).
- (e) The results of a market analysis of benchmark classifications are not final and may not be implemented without approval from Commissioners Court.

#### **14.043 Compensation Committee**

Each year during January, the Chair of the Compensation Committee shall reconvene the Compensation Committee to make recommendations to the Commissioners Court about compensation-related items for the upcoming fiscal year.

#### **[14.044 - 14.059 Reserved for Expansion]**

### ***Subchapter D. Initial Determination of Base Pay within the Classification System***

#### **14.060 General Overview for Determining Pay**

- (a) Departments and HRMD shall use the most current Pay Ranges to review and determine appropriate pay rates for existing employees and for new hires.
- (b) As an existing employee gains more skills and experience, the employee's External Equity increases until his or her learning curve levels out. Since Midpoint of each Pay Range represents the amount paid by other organizations in the appropriate labor market for Comparable work, an employee is not easily recruited away for a similarly skilled job solely for pay.

#### **14.061 Specific Overview for Determining Pay for New Hires**

- (a) New employees are generally hired at pay rates that are Comparable to the rate of pay for other employees with Comparable knowledge, skills, and experience.
- (b) The range minimum is generally competitive for an employee who meets but does not exceed the minimum requirements.

#### **14.062 Criteria for Determining Pay for New Hires**

- (a) The Department Head determines the rate of pay within the assigned Pay Grade. Within the approved personnel budget, the Department Head has flexibility from minimum up to maximum on the Pay Range when setting the pay for new hires. The Pay Determination Guide may be used as a guideline for determining pay. The employee's pay must be no less than minimum and no more than maximum of the Pay Grade for the new employee's Position.
- (b) Commissioners Court must approve any rate of pay that is greater than 10% above Midpoint for a new hire. HRMD is available in a consulting role to clarify questions that may occur and to provide information about previous

decisions. HRMD must provide a report listing all approved exceptions to this limit to Departments and Commissioners Court upon request.

- (c) The Department Head is accountable for pay practices and for submitting justification for the pay based on factors in the Pay Determination Guide.
- (d) Department Heads must only set rates of pay for new hires that are within the approved personnel budget of the hiring Department after considering payment of all previous pay commitments.
- (e) Elected Officials and Appointed Officials are encouraged to hire employees that meet the minimum qualifications in the approved Job Description for the Position Classification. If Elected Officials and Appointed Officials hire an employee who does not meet these minimum qualifications of the Position Classification, the employee is paid at the minimum of the approved actual Pay Grade.

**14.063 Criteria for Approval of Pay at Hire of More than 10% Above Midpoint**

- (a) Department Heads may request Commissioners Court to approve a pay rate greater than 10% above the Midpoint of the Pay Range for new hires when the Department has an exceptional need that affects Travis County as a whole if:
  - (1) the Department requires a specialized skill;
  - (2) there is an identified shortage of qualified applicants for the Position; or
  - (3) other extraordinary circumstances exist.
- (b) These requests must include the following information:
  - (1) the Department name;
  - (2) the job title, the job code, the Pay Grade, and the slot number of the Position for which the request is made;
  - (3) facts that justify paying greater than 10% above Midpoint, including
    - (A) relevant education;
    - (B) relevant experience;
    - (C) relevant certification;
    - (D) relevant skill sets;
    - (E) other relevant extraordinary skills;
    - (F) circumstances causing a shortage of qualified applicants; and
    - (G) any other extraordinary circumstances.
- (c) Department Heads shall not offer an applicant a pay rate greater than 10% above Midpoint in the authorized Pay Range before approval by Commissioners Court. HRMD shall not process, and the County Auditor shall not pay, a new hire greater than 10% above Midpoint unless the Commissioners Court has approved that pay rate.

**[14.064 - 14.070 Reserved for Expansion]**

***Subchapter E. Increase to Base Pay***

**14.071 Increases to Base Pay and the Classification System**

- (a) Horizontal Progression. Consistent with Commissioners Court implementation parameters for compensation allocation, employees progress across their respective Pay Grades in the following manner:
- (1) Non-executive classified pay scale. Employees whose performance meets the Department's performance expectations receive a performance-based pay increase to their base pay up to the maximum of the Pay Range, and any portion of the performance-based pay in excess of the maximum is paid as a lump sum. Commissioners Court determines the amount of funding available and the percentage of increase allowable for each fiscal year.
    - (A) Employees whose performance consistently exceeds the Department performance expectations are eligible to receive an additional performance-based pay increase from funds allocated to the Department for that purpose.
    - (B) Employees who do not meet the Department performance expectations shall not receive a performance-based pay increase.
  - (2) Executive classified pay scale. Employees progress across the Pay Range based on performance-based pay increases.
- (b) Vertical Progression
- (1) Employees may progress vertically through the Classification System either through a career ladder or career progression. Career progression is movement through a career path on which an employee advances within the County through competitive promotion based on Department need and the employee's acquisition of increased skills, knowledge and responsibility.
  - (2) Working with the Departments, HRMD designates which Position Classifications should advance through career progression and which through career ladders.
  - (3) Departments may submit a written request to HRMD to perform a career ladder analysis for specific Positions. The request for a career ladder must include the following information:
    - (A) the Department's operational need;
    - (B) the benefit or return on Travis County's investment;
    - (C) the significant risks associated with the Positions;
    - (D) the increasing levels of complexity required;

- (E) the necessity for continuing professional development; and
- (F) the criteria that would be considered for progression on the career ladder.

In addition to the information listed above, the request may also include any other justifications, including the requirements for industry competencies, the differences in job duties in the Position progression, and the existence of career ladders for similar Positions in the marketplace.

- (4) Career ladders may not be established without approval of Commissioners Court.
- (5) Commissioners Court approval for previously established career ladders expires on September 30 in the calendar year after adoption of this chapter. Departments must submit new requests for consideration.

#### **14.072 Types of Increases to Base Pay**

The Commissioners Court may fund the following increases to base pay during the budget process:

- (1) Performance-based pay;
- (2) Market pay adjustments;
- (3) Career Ladder Adjustments;
- (3) Across-the-board increases, and
- (4) Ad hoc adjustments.

#### **14.073 Performance-based Pay**

- (a) Increases to base pay for performance-based pay may be given to all qualified Regular Employees. To be qualified, the Regular Employee must:
  - (1) have been on the payroll as a Regular Employee for at least twelve (12) consecutive months before the effective date stated on the statement of award;
  - (2) not have received an increase based on performance-based pay in the fiscal year in which the increase is awarded;
  - (3) not have received a permanent pay increase based on a Mobility action in the six months before the increase is awarded;
  - (4) not be a POPS Employee; and
  - (5) not have been specifically exempted from receipt of this performance-based pay distribution by Commissioners Court.
- (b) Commissioners Court determines the following annually:

- (1) the total funds to allocate for performance-based pay;
  - (2) the percentage of payroll that each Department receives for performance-based pay for the fiscal year;
  - (3) the percentage increase to be given to employees who meet departmental standards; and
  - (4) any maximum dollar amount or percentage that may be awarded to a single employee as performance-based pay.
- (c) Department Heads determine:
- (1) the minimum level of employee performance necessary to be given an increase;
  - (2) the amount of increase to be given to employees who exceed the Departmental standards; and
  - (3) the dates that the performance-based pay is distributed to all employees in their Department.
- (d) Implementation dates must be at the beginning of a pay period.
- (e) HRMD notifies all Department Heads of Commissioners Court's decisions on performance-based pay and the available funds, if any.
- (f) Department Heads must stay within their allocated funding limits and should verify these amounts with the Planning and Budget Office before making determinations about the distribution of available funds among their employees.
- (g) HRMD provides training related to performance evaluation for managerial and supervisory staff, as well as for employees who request it. All managerial and supervisory staff reporting to Department Heads who report to Commissioners Court must attend this training annually. Elected Officials and Appointed Officials are encouraged to attend.
- (h) Department Heads must submit the documentation required by HRMD to process all performance-based pay increases. The documentation must indicate that a written appraisal has been completed, the date of completion, and that the employee meets all criteria for the performance-based pay increase.

**14.074 Procedure for Implementation of Performance Based Pay**

- (a) Department Heads, managers and supervisors are expected to understand and follow job and workplace performance standards and take advantage of the many resources available internally and externally to support successful job performance. These may include orientations, policy manuals and internal and external training opportunities.

- (b) In an effort to ensure that performance management is an on-going process within Travis County, departments are expected to have procedures that meet the following standards:
- (1) Performance planning with employees. Managers and supervisors must meet with employees to discuss and establish expectations for performance based on the Job Description maintained in HRMD. Any additional duties related to performance should be noted at that time. The employee should be provided at least information on what meets, what exceeds, and what does not meet expectations for his or her Position. If there is a change in performance expectations, employees should be notified and their established expectations should be updated as soon as possible.
  - (2) Performance feedback. Departments must have a standard for feedback between employees and their managers or supervisors. Feedback is recommended monthly, but feedback should occur at least quarterly to ensure that employees receive on-going information about their job performance and interim progress.
  - (3) Performance evaluation. Departments must evaluate all Regular Employees annually; evaluation scores should be entered or reported to the HRMD by August 30<sup>th</sup> each year.
    - (A) Performance evaluation procedures must include an opportunity for employee self-evaluation.
    - (B) Each manager or supervisor must review the employee's self-evaluation before and during the formulation of the employee's management evaluation.
    - (C) Each manager or supervisor must conduct an annual evaluation meeting with each of his or her employees.
    - (D) Each evaluation must be in writing and include a signature line for the manager or supervisor and for the employee to indicate that the evaluation has been reviewed. Employees should be permitted to attach additional comments to their evaluations upon request.
    - (E) Annual performance reviews may be appealed by an employee through the Department's management chain-of-command, including the Department Head.
  - (4) Performance improvement. Supervisors may use coaching, performance improvement plans and progressive discipline to assist and guide employees in resolving unsatisfactory job performance, misconduct, or behavior that violates Travis County policies, or Departmental procedures and practices.

#### **14.075 Market Pay Adjustments**

- (a) Market pay adjustments are granted based on the results of Market Studies or market analysis of benchmark classifications. When classified pay scales are adjusted, employees receive a pay adjustment in an amount Comparable to the adjustment to the classified pay scale. (See Subchapter C for specifics.)
- (b) HRMD prepares the documentation necessary to implement market pay adjustments. Department Heads are not required to submit any documentation to process market pay adjustments.

#### **14.076 Career Ladder Adjustments**

- (a) Commissioners Court may instruct the Planning and Budget Office to set aside funding for career ladder adjustments in each fiscal year.
- (b) Department Heads must submit a request for change of job title for each employee affected by a career ladder adjustment with the proposed effective date stated in the request. Department Heads must also submit the documentation required by HRMD stating the amount of the increase to base pay to complete processing of career ladder adjustments.

#### **14.077 Across-the-board Increases**

- (a) Commissioners Court determines any across-the-board increases to base pay.
- (b) HRMD prepares the documentation necessary to implement across-the-board increases to base pay. Departments are not required to submit any documentation to process across-the-board increases to base pay.

#### **14.078 Ad-Hoc Salary Adjustments**

- (a) The Department Head, in his or her discretion, may use permanent salary savings to move existing employees along a Pay Range.
- (b) The Planning and Budget Office must verify that all ad-hoc salary adjustments are within the approved personnel budget of the Department.
- (c) Commissioners Court must approve all ad-hoc salary adjustments greater than 10% before the adjustment is effective.
- (d) Departments are encouraged to consult with HRMD on all ad-hoc salary adjustments that require Commissioners Court approval.
- (e) Department Heads must include a Pay Determination Guide and a memorandum in support of the proposed pay increase with all requests for ad-hoc salary adjustments that require Commissioners Court approval.

**[14.079 - 14.080 Reserved for Expansion]**

***Subchapter F. Types of Additional Pay***

**14.081 Additional Pay (Add-Pay)**

Additional pay is a specified amount that is added to base pay for specific work assignments (on-call, call back, shift differential), experience (longevity) and special skills (bilingual ability). Commissioners Court may approve additional pay as needed to facilitate efficient and effective Travis County operations.

**14.082 On Call and Call Back**

- (a) In this section:
- (1) "On call" means a period of time in addition to the employee's officially scheduled work hours and previously scheduled Overtime or holiday time during which a non-exempt employee is waiting to be engaged in Travis County work and includes one or more of the following or similar requirements:
    - (A) time is spent primarily for the non-exempt employee's own purposes,
    - (B) the non-exempt employee must leave a number with his or her Department where he or she can be reached, or
    - (C) the non-exempt employee must use pagers for ease of contact.
  - (2) "Call back" means an unscheduled or emergency return to work at a time other than officially scheduled work hours occurring after leaving the job site, on a holiday, or on a regular day off, but does not include work scheduled in advance for Overtime or a holiday.
- (b) Time while on call is not Overtime and is not used for calculating Overtime.
- (c) Only non-exempt employees are eligible for on call pay or call back pay.
- (d) Employees must accept on call and call back status to facilitate the necessary service delivery to the residents of Travis County.
- (e) The Department Head must:
- (1) Ensure adequate staff is available to respond to unscheduled and emergency work situations within their areas of responsibility;
  - (2) Develop fair schedules and assign staff to return-to-work duty as necessary to carry out the mission of the Department; and
  - (3) Issue appropriate equipment, such as cellular phones, radios and pagers, when necessary, so that the employees assigned for on call and call back status are not over-burdened.
- (f) Payment for on call and call back time:

- (1) On call. To encourage participation and compensate non-exempt employees for being on call, the non-exempt employee receives pay equal to pay for two (2) hours of work at his or her normal hourly rate for each day the non-exempt employee is scheduled to be "on call." If an employee is called back, the employee receives both this on call pay and the pay for being called back.
- (2) Call back. A non-exempt employee who receives a call to return back to work receives pay at one and one-half times his or her normal hourly rate for each hour worked and is guaranteed a minimum of two hours of pay at that rate. For call back, work time begins upon departure from the employee's home or other place of origin and ends on return to home or the place of origin. If the hours worked after an employee is called back to work result in the employee actually working more than 40 hours in a work week, the employee is still compensated only at one and one-half times his or her normal hourly rate.

#### **14.083 Shift Differential**

- (a) Shift differential is provided to employees who work evening or night shifts assigned by Department Heads. HRMD determines which Positions are eligible to receive shift differential during Market Studies and on requests for special reviews. The following criteria guide the use of shift differential.
  - (1) Positions must be regular, classified Positions in Position Classifications on the non-executive classified pay scale. Shift differential does not apply to POPS Employees.
  - (2) Positions must be in Position Classifications for which the prevailing practice or local labor market trend is to provide shift differential for that occupation or occupational family group.
  - (3) Shift differential is necessary to attract and retain employees who are required to perform work on schedules based on shift assignments.
- (b) HRMD reviews all requests for shift differential. HRMD provides Commissioners Court with a recommendation on the amount of shift differential for each Position Classification.
- (c) Departments must have sufficient funds within their budget to pay any shift differential requests.
- (d) Commissioners Court has final approval of shift differentials and may rescind that approval when conditions warranting this form of additional pay no longer apply or funds are no longer available.

#### **14.084 Longevity Pay for Classified Employees**

- (a) For Regular Employees, longevity pay is based on long-term employment and service to Travis County. For Transfer Employees, longevity pay is based on long-term employment and service to both the City of Austin and Travis

County. Part-time Regular Employees earn longevity pay based on the portion of 40 hours that they work weekly.

- (b) Travis County Employees accrue longevity pay after three years of continuous service. Service for longevity pay is considered continuous as long as employment is not terminated. Unpaid leave is not considered a break in service to the County.
- (c) Longevity pay is based on the number of years of service completed. Unpaid leave of a full work day is not counted as service in determining the number of years of service.
- (d) Longevity pay is paid on the regular payday on or after the adjusted service date. The adjusted service date is the anniversary of the most recent hire date as a Regular Employee, unless the employee has had unpaid leave. The number of whole work days that have been unpaid leave is added to the anniversary of the most recent hire date to calculate the adjusted service date.
- (e) On the regular payday on or after an employee's *fourth* and subsequent adjusted service dates, he or she receives a single payment for the previous year.
- (f) Travis County pays employees on a classified pay scale, longevity pay based on whichever is greater, either:
  - (1) sixty dollars (\$60) per year of service up to 25 years; or
  - (2) a percentage of the employee's annual base pay as follows:
    - (A) .50% for 3 to 5 years of service,
    - (B) .75% for 6 to 9 years of service,
    - (C) 1.00% for 10 to 15 years of service,
    - (D) 1.50% for 16 to 20 years of service, and
    - (E) 2.00% for 21 or more years of service.
- (g) Any employee on a classified pay scale who terminates employment before that longevity payment date forfeits the longevity pay. Travis County prorates longevity pay if an employee is discharged due to a reduction in force or if the employee leaves as a result of medical disability.

**14.085 Payment of Overtime or Granting Compensatory Time Accruals**

- (a) When the work done is assigned and authorized by the supervisor, non-exempt employees are eligible for overtime compensation, or compensatory time, at the rate of one and one-half hours for each approved hour worked in excess of 40 hours actually worked per week. Employees who actually work in excess of 40 hours in a week, without authorization, may be subject to disciplinary action.

- (1) Time is considered actually worked if it is spent performing job duties required of a Position, representing Travis County in an official capacity or attending training required by a Department Head.
  - (2) For the purpose of computing hours actually worked, time spent away from the job during the work week for approved absences, is not considered “actually worked” and will not be included in calculating the number of hours actually worked in a work week for Overtime Pay or Compensatory Time. These approved absences include at least vacation leave, emergency leave, personal holidays, sick leave, family and medical leave, holiday, military leave, jury duty leave, and leave without pay.
  - (3) In addition, “on call” time is not considered time actually worked.
- (b) Exempt employees are not eligible for overtime pay unless specifically approved for that position by Commissioners Court in advance. At the discretion of the Department Head, time off at a rate no greater than hour for hour, may be granted to exempt employees for time worked beyond 40 hours per week. This time may not be converted to pay during the course of employment or upon separation. Exempt aviation employees are eligible for additional straight time pay for working a whole or partial shift as a Helicopter Pilot, Flight Nurse or Flight Paramedic in addition to performing all of the responsibilities expected of them in their exempt positions during that work week.
  - (c) Non-exempt employees may not accrue more than 60 hours of compensatory time. The 40 hours actually worked will determine the employee's pay rate which is multiplied by one and one-half for payment of overtime and accrual of compensatory time. Any accrued compensatory time greater than 60 hours will be automatically paid.
  - (d) Travis County should pay all non-exempt employees who are receiving a pay increase based on promotions, Reclassifications, salary adjustments, or for similar reasons, in full for any Compensatory Time accrued in the payroll system before the new pay rate becomes effective. This will pay the Compensatory Time at the same pay rate at which it was earned and reduce the unfunded liability.
  - (e) Upon separation, non-exempt employees will be paid for any compensatory time accrued and not previously taken or paid.

**[14.086 - 14.090 Reserved for Expansion]**

## ***Subchapter G. Mobility within Travis County***

### **14.091 Employee Mobility Overview**

- (a) The Commissioners Court supports the ongoing advancement of Travis County employees to benefit both Travis County operations and employee career development. An employee who changes to a different Position may experience a promotion, a voluntary job change, a demotion, a lateral transfer, a temporary assignment, or an interim assignment. Employees are compensated appropriately and equitably for changes in duties and responsibilities. To help facilitate equitable and consistent treatment, the pay for employees is reviewed at the time of the Position change for compliance with 14.092 through 14.097.
- (b) This subchapter does not apply to Position changes of POPS Employees.

### **14.092 Promotion**

- (a) Promotion occurs when an employee accepts a job offer for a vacant Position that requires higher qualifications and involves greater responsibility and is assigned to a higher Pay Grade.
  - (1) A Department Head may only make offers for Positions that are vacant unless the new Position is on a career ladder approved by Commissioners Court.
  - (2) Department Heads may approve promotions if funds are available in the Department's personnel budget and the Commissioners Court has authorized use of the Position in the Department.
- (b) The employee's adjusted pay rate must be between the minimum pay rate and the maximum pay rate of the Pay Grade of the new Position. Within that range, Department Heads have flexibility in determining the amount of pay increase. The pay increase may be any of the following:
  - (1) a minimum of 5% or to the minimum pay rate of the new Pay Grade, whichever is greater; or
  - (2) a maximum of 5% per Pay Grade.
- (c) Commissioners Court must approve any increase that results in a pay rate that is more than 10% above Midpoint of the new Pay Grade. The Commissioners Court may approve these increases if the request is based on the following criteria:
  - (1) relevant education;
  - (2) relevant experience;
  - (3) relevant certifications;
  - (4) relevant skill sets; and

- (5) other relevant extraordinary skills.

**14.093 Voluntary Job Change**

- (a) Voluntary job change occurs when an employee accepts a job offer for a vacant Position that is assigned to a lower Pay Grade. The employee's adjusted pay rate must be between the minimum pay rate and the maximum pay rate of the Pay Grade of the new Position.
- (b) Within that range, Department Heads have flexibility in determining the amount of pay decrease. The pay adjustment may be any of the following:
  - (1) the decrease is equivalent to the promotional increase if the employee is returning to a Position from which he or she was promoted within the previous 12 months; or
  - (2) the decrease is equivalent to 5% for each Pay Grade that the new Position is lower than the former Position and the decrease must result in a pay rate that is between the minimum pay rate and the Midpoint of the Pay Grade of the new Position if the employee is not returning to a Position from which he or she was promoted within the previous 12 months.

**14.094 Demotion**

- (a) Demotion occurs when an employee is placed in a vacant Position assigned a lower Pay Grade due to performance. The employee's adjusted pay rate must be decreased and must result in a pay rate that is between the minimum pay rate and the maximum pay rate of the Pay Grade of the new Position.
- (b) Department Heads have flexibility in determining the amount of pay adjustment. The pay adjustment may be any of the following:
  - (1) the decrease is equivalent to the promotional increase if the employee is returning to a Position from which he or she was promoted with the previous 12 months; or
  - (2) The decrease is equivalent to 5% or each Pay Grade that the new Position is lower than the former Position if the employee is not returning to a Position from which he or she was promoted within the previous 12 months.

**14.095 Lateral Transfer**

- (a) Lateral job transfer occurs when an employee accepts a job offer for a vacant Position that is assigned to the same Pay Grade. A lateral transfer may occur within a Department or between two Departments throughout Travis County. The employee's adjusted pay rate must be no less than the minimum of the Pay Grade of the new Position.

- (b) If a lateral transfer is to the same Position Classification in the same Department, the pay is not adjusted.
- (c) If a lateral transfer is to a different Department or to a different Position Classification in the same Department, the Department Head has flexibility in determining the amount of pay adjustment. The pay adjustment may be either of the following:
  - (1) any pay rate between the minimum pay rate and the Midpoint of the Pay Grade and may be determined using the Pay Determination Guide; or
  - (2) no pay adjustment.

**14.096 Temporary Assignment**

- (a) Temporary job assignment occurs when an employee accepts an offer to perform for a specific period, all or part of the duties of another Position that is assigned to a higher Pay Grade. Department Heads must specify which duties and for which Position the employee is performing.
- (b) During the temporary job assignment, the employee receives a 5% increase.
- (c) Assuming all duties of another Position that is assigned to a higher Pay Grade for longer than 60 days is an interim assignment and the employee's pay adjustment is governed by Section 14.097.
- (d) After the temporary job assignment is completed, the employee returns to the rate of pay earned before the temporary assignment.
- (e) Temporary job assignment does not apply to employees who are assigned different projects by their Department Heads.
- (f) In exceptional circumstances, Commissioners Court may grant additional pay when an employee is temporarily assigned to perform duties substantially outside the scope of his or her regular duties.

**14.097 Interim Job Assignments**

- (a) When an employee accepts an offer to serve in a vacant Position that is assigned to a higher Pay Grade on an interim basis for longer than 60 days, the employee's pay rate is temporarily adjusted to at least the minimum pay rate of the higher Pay Grade of the Position in which the employee is serving. Employees are paid the greater of the minimum pay rate of the Pay Range for the Position in which they are serving or receive an increase in the amount paid that equals:
  - (1) 5% if the Position is one Pay Grade above the Pay Grade of the former Position;
  - (2) 10% if the Position is two Pay Grades above the Pay Grade of the former Position; or

- (3) 15% of the Position is three or more Pay Grades above the Pay Grade of the former Position.
- (b) This salary adjustment is reversed and the employee returns to his or her former pay rate when the employee returns to his or her former Position and is no longer serving in the new Position on an interim basis.

#### **14.098 Exceptions**

Department Heads may submit a documented request for exceptions to the amount of the pay rate adjustment applicable to the employee job changes described in Sections 14.092 through 14.097 to HRMD for consideration by the Commissioners Court.

#### **[14.099 - 14.110 Reserved for Expansion]**

### ***Subchapter H. Peace Officer Pay Scale (POP Scale)***

#### **14.111 Purpose**

This subchapter establishes the compensation rate for Travis County employees designated by the Commissioners Court as part of the POP Scale.

#### **14.112 Definitions**

In this Subchapter,

- (1) TCSO POP Scale: the separate pay rate scale and career ladder approved by Commissioners Court and promotion policies approved by Civil Service Commission for Travis County Sheriff's Office.
- (2) Non-TCSO POP Scale: the separate pay rate scale and promotion policies approved by Commissioners Court for POPS Employees, other than employees of the Sheriff; these include Elected Officials who adopt POPS, and POPS Employees who work in the Travis County Parks and the Fire Marshal's office.

#### **14.113 POP Scale**

POP Scale includes the TCSO POP Scale and the Non-TCSO POP Scale. These two POP Scales establish pay rates for POPS Employees. Commissioners Court approves the pay rates and skill based pay rates on POP Scale annually as part of the appendices of the Budget Rules. Law enforcement Positions in the Sheriff's Office are separated into distinct law enforcement Position codes.<sup>3</sup>

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<sup>3</sup> This separation is effective October 1, 2001.

#### **14.114 Eligibility**

If a Department Head opts to participate in a POP Scale, all POPS Employees of that Department Head are eligible to participate in POP Scale.

#### **14.115 Years of Service**

- (a) Years of Service on POP Scales are determined on the last day of the fiscal year based solely on continuous services as a Regular Employee subject to a POP Scale and do not result in an automatic salary adjustment.<sup>4</sup>
- (b) Years of Service as a POPS Employee may be taken into account in hiring decisions. The applicability of relevant experience is determined by each Department.<sup>5</sup>
- (c) All POPS Employees in the Travis County Sheriff's Office start at step 1 on the TCSO POP Scale unless the following criteria apply.<sup>6</sup>
  - (1) POPS Employees with 5-9 years of prior relevant law enforcement or relevant corrections experience, and an intermediate TCOLE License are placed on the Corrections Officer or Deputy Sheriff Position at Step 3;
  - (2) POPS Employees with 10+ years prior relevant law enforcement or relevant corrections experience, and an Advanced TCOLE License are placed on the Corrections Officer or Deputy Sheriff Position at Step 5;
  - (3) POPS Employees who meet criteria in (c)(1) or (2) may also take the Civil Service Senior Corrections Officer or Senior Deputy Sheriff test and be placed at Step 3 or Step 5 respectively of Senior Corrections Officer or Senior Deputy Sheriff.
- (d) All POPS Employees hired for Non-TCSO POP Scale Positions (constables, investigators, park rangers, and deputies of the Fire Marshal) start at step 1 on the Non-TCSO POP Scale and subject to the Department's discretion and funding within the Department's approved budget, the following criteria may be applied:
  - (1) POPS Employees with 5-9 years prior relevant law enforcement experience and an Intermediate TCOLE License are placed on the scale at Step 3;

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<sup>4</sup> Before October 1, 2003, Years of Service on POPS are determined on the last day of the fiscal year based solely on continuous service as a regular Travis County employee subject to POPS.

<sup>5</sup> Before December 1, 2007, Sheriff's officers could only count years of service with the Travis County Sheriff's Office toward their years of service in the Civil Service and on POP Scale. Similarly, constables, investigators, and park rangers could not count service in the Sheriff's Office toward their years of service on POP Scale.

<sup>6</sup> Subsections (c) and (d) are effective December 1, 2007 for Constables and investigators. Subsections (c) and (d) are effective October 1, 2015 for park rangers and deputies of the Fire Marshal.

- (2) POPS Employees with 10+ years prior relevant law enforcement and an Advanced TCOLE License are placed on the scale at Step 5;
- (3) With the exception of park rangers, POPS Employees that meet criteria in (d)(1) or (2) may also take the applicable senior-level test and be placed at Step 3 or Step 5 respectively on the scale. (Park rangers are not eligible to take the applicable senior-level test until they have completed two years of continuous services as a Travis County park ranger.)
- (e) Except for the 10 Positions designated as exempt from Civil Service by the Sheriff, all Sheriff's Office employees are Civil Service employees.
- (f) Non-Civil Service Commission TCSO POP Scale years of service gained within Travis County in non-civil service commission Positions subject to POP Scale are interchangeable only among deputies of Constables, investigators, park rangers, and deputies of the Fire Marshal.

**14.116 Career Ladder and Promotions for Sheriff's Office**

- (a) The policy approved by the Civil Service Commission governs career ladder promotions for Sheriff's Office employees.
- (b) All other promotions for TCSO POPS Employees are based on competition and years of service. For placement on the TCSO POP Scale, years of service are determined in compliance with 14.115 (a) through (c).

**14.117 Promotions for Participating Constables' Offices**

- (a) Each Constable determines whether the Peace Officers in his or her office are eligible to participate in the Non-TCSO POP Scale. If the Constable opts to participate in Non-TCSO POP Scale, the following requirements govern promotions.
- (b) A deputy constable is eligible to compete for promotion to senior deputy constable after:
  - (1) Completion of two (2) years of continuous service as a regular deputy constable with Travis County;
  - (2) Performance evaluations showing that the deputy exceeds standards for the two (2) most recent years of continuous service; and
  - (3) Completion with a grade of at least 70% of a written examination administered by each Constable for his or her own office.
- (c) The written examination is administered twice annually. The information to be tested is expected to be distributed as follows:
  - (1) 85% of the test questions relate to general knowledge of duties of a constable; and

- (2) 15% of the test questions relate specifically to policies and procedures of the Constable's Office in which the deputy serves.
- (d) All other promotions for POPS Employees in Positions in a Constable's office are based on competition and years of service. For placement on the Non-TCSO POP Scale, years of service are determined in compliance with 14.115(a), (b) and (d).

**14.118 Promotions and Position Changes for Park Rangers in Travis County Parks<sup>7</sup>**

- (a) A POPS Employee in a Position in any Travis County Park must become certified as an EMT B within one (1) year of his or her POPS Service Date.
- (b) If a POPS Employee in a Position in any Travis County Park does not become certified as an EMT B within one (1) year of his or her POPS Service Date, that employee shall not perform the duties of a park ranger in the Travis County Parks and shall be transferred to a Position that is not a park ranger Position.
- (c) All Peace Officers working as park rangers in the Travis County Parks must participate in the Non-TCSO POP Scale.
- (d) A park ranger is eligible to compete for promotion to senior park ranger after:
  - (1) Completion of two (2) years of continuous service as a regular park ranger with Travis County;
  - (2) Receipt of performance evaluations showing that the park ranger at least meets standards for the two (2) most recent years of continuous service; and
  - (3) Completion of a written examination administered through Human Resources in the Transportation and Natural Resources Department with a grade of at least 70%.
- (e) The written examination is administered whenever a park ranger is eligible to test. The information to be tested is expected to be distributed as follows:
  - (1) 85% of the test questions relate to general knowledge of duties of a park ranger; and
  - (2) 15% of the test questions relate specifically to policies and procedures of the Park Ranger Operations.
- (f) All other promotions for POPS Employees in Positions in the Travis County Parks are based on competition and years of service. For placement on the Parks POP Scale, years of service are determined in compliance with 14.115(a), (b) and (e).

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<sup>7</sup> Section (e) is effective October 1, 2015.

- (g) POPS Employees in Positions in the Travis County Parks retain their step on the Parks POP Scale if they are promoted or voluntarily reassigned or demoted.

**14.119 Promotions for Deputies in the Fire Marshal’s Office<sup>8</sup>**

- (a) A deputy II of the Fire Marshal is eligible to be considered for promotion to deputy III after completion of at least three (3) years of service as:
  - (1) a TCOLE officer;
  - (2) a Texas Commission on Fire Protection fire inspector, and
  - (3) a Texas Commission on Fire Protection Arson Investigator.
- (b) Promotions are at the discretion of the Travis County Fire Marshal and are based on performance, leadership capabilities, education and experience and performance evaluations showing that the deputy meets or exceeds standards for the three (3) most recent years of continuous service; and
- (c) POPS Employees retain their step on the Non-TCSO POP Scale if they are promoted or voluntarily reassigned or demoted.

**14.120 Longevity Pay for POPS Employees**

- (a) In this subchapter,
  - (1) “POPS Service Date” means the most recent date of entry as a Regular Employee on the POP Scale adjusted one day later for each whole work day of unpaid leave; and
  - (2) “Adjusted Service Date” means the most recent hire date as a Regular Employee adjusted one day later for each whole work day of unpaid leave.
- (b) Service for longevity pay is considered continuous as long as an employee remains a Regular Employee. Unpaid leave is not considered a break in continuity of service to the County.
- (c) If continuous service to the County is less than three (3) years,
  - (1) On the first anniversary of his or her POPS Service Date, a POPS Employee begins to accrue longevity pay based on five dollars per month for each full year of service to the County as a POPS Employee.
  - (2) On the regular payday on or after the anniversaries of his or her POPS Service Date, a POPS Employee receives a single payment for longevity pay that has accrued during the previous year based on five dollars per month for each full year of service as a POPS Employee.

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<sup>8</sup> Section (e) is effective October 1, 2009.

- (d) If service to the County has been continuous, on the regular payday on or after the third anniversary of their Adjusted Service Date a POPS Employee receives a single payment for longevity pay based on the rate of five dollars per month for each full year of service to the County as a POPS Employee for the period since the most recent anniversary of his or her POPS Service Date, even if that date occurred less than a full year before the third anniversary of their Adjusted Service Date.
- (e) Longevity pay is based on the rates stated in subsection (f) and on the number of years of continuous service to the County that a POPS Employee has completed, without regard to whether the service was as a POPS Employee or not after continuous service to the County for three or more years.
- (f) After the third anniversary of his or her Adjusted Service Date, a POPS Employee accrues longevity pay for continuous service at the County based on whichever is greater, either:
  - (1) five dollars per month for each full year of service at Travis County for a maximum of 25 years; or
  - (2) a percentage of the POPS Employee's annual base pay as follows:
    - (A) .50% for 3 to 5 years of service;
    - (B) .75% for 6 to 9 years of service;
    - (C) 1.00% for 10 to 15 years of service;
    - (D) 1.50% for 16 to 20 years of service; and
    - (E) 2.00% for 21 or more years of service.
- (g) If service to the County has been continuous, on the regular payday on or after a POPS Employee's fourth and subsequent anniversaries of his or her Adjusted Service Date, he or she receives a single payment for the previous year.
- (h) Longevity pay is in addition to the applicable salary rate.
- (i) If a POPS Employee separates from the County due to resignation, dismissal, retirement, or death; the County pays that POPS Employee accrued longevity pay based on the rate of five dollars per month for each full year of service at the County for any portion of a year between the most recent Adjusted Service Date and his or her separation from Travis County.
- (j) If a POPS Employee separates from the County due to a reduction in force or a medical disability, the County pays accrued longevity pay based on the rates in subsection (f) for any portion of a year between the most recent Adjusted Service Date and his or her separation.
- (k) POPS Employees are not eligible for longevity pay under section 14.084.

#### **14.121 Skill-Based Pay**

- (a) There are six types of POPS Employees: Sheriff's patrol officers, Sheriff's corrections officers, deputies of Constables, deputies of the Fire Marshal, investigators, and park rangers. POPS Employees are eligible for the four types of skill-based pay in this section. Implementation of skill-based pay is subject to the Department's discretion and funding within the Department's approved budget. Skill-based pay is effective on the first day of the month after HRMD receives a Departmental memorandum with official certifications attached. POPS Employees are responsible for all costs incurred to obtain required certifications and for providing evidence of eligibility for the type of skill-based pay requested.
- (b) The four types of skill-based pay are:
- (1) Field Training Officer Pay. The rate of pay for Field Training Officer (FTO) is one hundred twenty-five dollars (\$125) per month for each Position assigned to be a Field Training Officer by the Sheriff or a Constable.<sup>9</sup>
  - (2) Bilingual Pay.<sup>10</sup> The rate of pay for Bilingual pay for oral translation is one hundred twenty-five dollars (\$125) per month for each eligible POPS Employee. To be eligible for Bilingual Pay, POPS Employees must pass a certification of the oral proficiency skills test in a qualifying language, provide evidence of passing that test, and be required to use that qualifying language in the performance of their duties. After evidence of proficiency is provided, re-testing is not required. All types of POPS Employees are eligible to receive Bilingual Pay for only one language. The qualifying languages are:
    - (A) Spanish
    - (B) Vietnamese, and
    - (C) American Sign Language.
  - (3) TCOLE License Pay. All types of POPS Employees except the Sheriff's corrections officers are eligible for TCOLE License Pay. To be eligible for TCOLE License Pay, POPS Employees must receive a certification for the TCOLE Intermediate, Advanced or Master's level license and provide evidence of that certification. The rate of pay for TCOLE License Pay for each POPS Employee who has received that TCOLE certification is the following amount per month for the applicable TCOLE License level:
    - (A) \$50 for Intermediate TCOLE License
    - (B) \$100 for Advanced TCOLE License
    - (C) \$150 for Master's TCOLE License

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<sup>9</sup> This rate is effective February 1, 2001.

<sup>10</sup> Subsections (2) and (3) are effective May 1, 2002.

- (4) TCOLE Certified Civil Process Proficiency Pay. Deputies of Constables are the only type of POPS Employees eligible for TCOLE Certified Civil Process Proficiency Pay. To be eligible for TCOLE Certified Civil Process Proficiency Pay, POPS Employees must receive the TCOLE certification for Civil Process proficiency and provide evidence of that certification. The rate of pay for TCOLE Certified Civil Process Proficiency Pay for each POPS Employee who has received that certification from TCOLE is one hundred twenty-five dollars (\$125) per month.<sup>11</sup>
- (5) EMT B Certification Pay. Park rangers are the only type of POPS Employees eligible for EMT B Certification Pay. To be eligible for EMT B certification pay, POPS Employees in Positions in Travis County Parks must receive a certification as an EMT B issued by the Office of EMS/Trauma Systems Coordination, Texas Department of State Health Services and provide evidence of that certification. The rate of pay for EMT B Certification Pay for each POPS Employee in a Position in Travis County Parks who has received that EMT B certification is one hundred twenty-five dollars (\$125) per month.<sup>12</sup>
- (6) ICC Certified Fire Plan Examiner. Deputies of the Fire Marshal are the only type of POPS Employees eligible for ICC Fire Plan Examiner Certification Pay. To be eligible for ICC Fire Plan Examiner Certification Pay, POPS Employees must receive the International Code Council (ICC) certification for Fire Plan Examiner and provide evidence of that certification. The rate of pay for ICC Fire Plan Examiner Certification Pay for each POPS Employee who has received that certification from ICC is one hundred twenty-five dollars (\$125) per month.<sup>13</sup>

#### **14.122 Overtime for Lieutenants**

Lieutenants are compensated on a salary basis and are classified as exempt employees for Overtime compensation under applicable federal laws. Lieutenants must accept their salaries as inclusive of all compensation for any Overtime worked.<sup>14</sup>

#### **[14.123 - 14.139 Reserved for Expansion]**

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<sup>11</sup> This rate is effective October 1, 2007.

<sup>12</sup> This section is effective October 1, 2009.

<sup>13</sup> This rate is effective February 17, 2015.

<sup>14</sup> This compensation status is effective February 1, 1999.

## ***Subchapter I. Handbook Implementation Procedures***

### **14.140 Acknowledgment**

An employee may be given a copy of this chapter and the acknowledgement in section 14.141, either as a paper copy or electronically. When an employee is given a paper copy of this chapter, the employee must sign a dated paper copy of the acknowledgment in section 14.141 and include his or her printed name and social security number. When an employee is given this chapter electronically, the employee must indicate the following in the manner stated in the electronic transmission:

- (1) receipt of the chapter,
- (2) agreement with the acknowledgment in section 14.141,
- (3) his or her social security number, and
- (4) the date.

### **14.131 Form of Statement of Acknowledgment**

An employee must indicate agreement as stated in section 14.140 with the following acknowledgment:

This chapter is a general guide for information purposes only and this chapter does not constitute an employment contract or a guarantee continued employment. Travis County reserves the right to change any provision of this chapter unilaterally at any meeting of the Commissioners Court without specific notice of the potential change to the employees.

No employee, Department Head, supervisor, official or representative of Travis County has any authority to change any portion of this chapter without the express and specific authorization to do so granted by the Commissioners Court.

By virtue of executing the acknowledgement statement pertaining to this chapter, each employee agrees as a condition of hire and continued employment, to be bound by these purposes and limitations in the use of this chapter and to be bound by any changes in the terms or conditions of employment implemented by Travis County.

No employee is guaranteed, by contract or otherwise, any term or condition of employment, unless it is expressly stated in an individually negotiated and written employment contract approved by the Commissioners Court and signed by the authorized agent of Travis County. As a condition of employment, each employee acknowledges and agrees that Travis County may make changes in his or her terms of employment, and each employee agrees to be bound by these changes. The only effective objection an employee may make to any such changes is to resign from employment.

I have received, read, and understand all matters in the Classification and Cash Compensation Chapter, and I agree to abide by its provisions, realizing

that Travis County Commissioners Court may unilaterally implement changes in these employment conditions. Nothing in this chapter is to be interpreted as a contract of employment or a provision guaranteeing any specific term or tenure of employment.

Before signing this acknowledgment, I was given an opportunity to ask any questions that I had about the matters described in this chapter.

By placing my signature below, I specifically agree to all terms and conditions described in this statement of acknowledgement of this chapter.