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R-25-08

RESOLUTION ADOPTING THE 2024 COMPENSATION PLAN GUIDELINES FOR ALL COUNTY EMPLOYEES, INCLUDING THOSE OF ELECTED COUNTY OFFICIALS, AND RESCINDING RESOLUTION R-20-120

WHEREAS, on December 22, 2020, the Clear Creek County Board of County Commissioners ("Board") adopted Resolution 20-120, a Resolution to Adopt the 2021 Compensation Plan Guidelines for All County Employees, Including Those of County Elected Officials; and

WHEREAS, the Board, on January 7, 2025, adopted Resolution R-25-09, a Resolution Adopting the 2024 Compensation Plan for All County Employees, Including Those of Elected County Officials, and Rescinding Resolution R-22-55; and

WHEREAS, the Board recognizes the importance of maintaining a competitive compensation program to attract, retain, and motivate qualified employees while aligning with the County's financial constraints and operational needs; and

WHEREAS, the Board is committed to ensuring that all eligible employees are funded within the Compensation Plan to the extent that funding and operational requirements allow; and

WHEREAS, the Board acknowledges that due to financial and operational constraints, some employees who currently work a 4-day, 40-hour workweek (four 10-hour days) will transition to a 4-day, 32-hour workweek with no reduction in pay, as a temporary adjustment in lieu of fully funding the 2024 Compensation Plan results; and

WHEREAS, the Board affirms that all employees will also receive a 3% cost-of-living adjustment (COLA) to support workforce equity, retention, and operational efficiency; and

WHEREAS, the Clear Creek County Compensation Plan Guidelines outline comprehensive policies for maintaining fair and transparent salary structures, ensuring pay equity, and conducting performance-based and market-driven compensation adjustments; and

WHEREAS, the Board supports the ongoing review and adjustment of pay structures through the use of robust benchmarking tools, such as Payfactors from Payscale, to align with evolving market conditions and organizational needs; and

WHEREAS, the Clear Creek Board of County Commissioners desires to adopt new guidelines for the 2024 Compensation Plan and rescind the guidelines adopted by R-20-120 for the ongoing implementation of the job classification and compensation program.

NOW, THEREFORE, BE IT RESOLVED, by the Clear Creek County Board of County Commissioners, that the Clear Creek County 2024 Compensation Plan Guidelines, attached hereto as Exhibit A, are hereby adopted as the guidelines for the ongoing implementation of the job classification and compensation program manifested in the 2024 Compensation Plan, effective January 6, 2025.

BE IT FURTHER RESOLVED, that these guidelines shall remain in full force and effect until amended or rescinded by the Clear Creek Board of County Commissioners.

BE IT EVEN FURTHER RESOLVED, that resolution R-20-120 is hereby rescinded effective as of the date of adoption of this Resolution R-25-09.

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ADOPTED this 7th day of January, 2025, at a regularly scheduled meeting of the Clear Creek County Board of County Commissioners.

George Marlin, Chairman

Randall Wheelock, Commissioner

Mitch Houston, Commissioner

ATTEST:

Deputy Clerk and Recorder
For Brenda L. Corbett
Clear Creek County Clerk and Recorder

The 2024 Compensation Plan Guidelines for All County Employees, Including Those of Elected County Officials, attached hereto as Exhibit A, are hereby accepted and approved:

Matthew Harris, County Sheriff

Brenda Corbett, County Clerk and Recorder

Chris Hegmann, County Coroner

Carol Lee, County Treasurer & Public Trustee

Donna Gee, County Assessor

Gary Faselt, County Surveyor

Exhibit A

Clear Creek County
2024 Compensation Plan Guidelines

Purpose:

Clear Creek County Compensation Plan Guidelines

To establish guidelines for the ongoing maintenance of the job classification and compensation program.

Compensation Plan Guidelines:

Clear Creek County's (County) compensation philosophy is to maintain a competitive compensation program in order to attract, retain, and motivate qualified employees. The County provides employees with a total compensation package including base wage and a comprehensive range of benefits. We strive to pay competitively, within the constraints of the County's economic ability, considering governmental and private compensation in the Denver and Boulder metropolitan areas.

We value our employees. Our goal is to attract and retain respectful, competent, and results-oriented staff. The County aims for excellence in customer service and creativity in problem-solving. Therefore, we seek to provide opportunities for growth, skill development, and increased knowledge for our employees.

Funding and Operational Adjustments:

Funding Constraints: Eligible employees will be funded within the Compensation Plan based on the availability of funding and operational needs. Departments will prioritize essential positions, and funding allocations will be reviewed periodically to ensure alignment with organizational objectives.

Transition to a Reduced Workweek: Some employees who currently work a 4-day, 40-hour workweek (four 10-hour days) will transition to a 4-day, 32-hour workweek with no reduction in pay. This adjustment is being implemented in lieu of fully funding the compensation plan results for these impacted individuals for 2024. This approach aims to balance the County's financial constraints with the goal of retaining and supporting employees during this transitional period. All employees will also receive a 3% cost-of-living adjustment (COLA) increase to further support workforce equity and retention.

Methodology:

The salary ranges help us set a pay scale for each job in the County. Our salary range structure is targeted at 100% of the survey market value as of 2024. The midpoint of each salary grade is the pay average for positions assigned to that range. The minimum and maximum represent the low and high pay limits of compensation for those positions.

County employees are paid for their individual skills and performance. We believe our ranges are consistent with the market value other employers pay. The ranges will be reviewed periodically and adjusted to reflect labor market changes.

We do not assign specific placement of employee compensation within the range except for no less than the minimum. Therefore, employees can be paid at any point within the salary range.

In addition to the salary range structure, the Sheriff's Office has a Step Plan that covers two positions with a range of steps spanning a period of years. Each step represents another year of service to the County, and the seventh step represents the market average for that position. We do not assign specific placement of employee compensation within the step plan except for no less than step one.

Applicability:

This applies to all County employees and to the employees of all Elected Officials.

Procedures

Responsibility for Administration: The Human Resources Director, supported by the Human Resources Specialist, County Manager, and Finance Director, is responsible for administering and monitoring the compensation plan. The County now utilizes Payfactors from Payscale for market benchmarking and compensation analysis, replacing the former reliance on seven government jurisdictions and the Employers Council. This software provides comprehensive data that will be used to evaluate positions and determine pay grades/ranges. The Board of County Commissioners (BoCC) retains final approval authority. It is important that any recommendations concerning position evaluation be prepared by individuals with direct knowledge about:

- The specific content and requirements of the position(s) being evaluated; and,
- The general content of other classifications within the County to ensure meaningful comparison.

Exempt and Non-exempt positions

The Fair Labor Standards Act determines whether an employee is exempt or non-exempt. The Human Resources Director will apply the Fair Labor Standards Act tests to classify positions as exempt or non-exempt.

The Performance Review Process

Performance reviews will be conducted annually on the employee's work anniversary date. These reviews are essential for determining merit-based pay increases. The review process ensures fair and transparent assessments of employee contributions and aligns with the county's compensation philosophy of rewarding performance.

Range Penetration and Compensation Strategy

Range penetration refers to the position of an employee's salary within their assigned pay range. Clear Creek County is committed to ensuring that employees are compensated fairly based on their experience, skills, and contributions to the organization.

- **New Hires:** The County will offer compensation that reflects the individual's experience and market value. Employees with significant experience will be offered starting salaries higher within the range, avoiding the automatic placement at the minimum of the range.
- **Current Employees:** Employees' salaries will be periodically reviewed to ensure that they are appropriately positioned within their pay range, considering their performance, tenure, and market conditions.
- **Range Adjustment:** The County will regularly review and adjust pay ranges to reflect market changes, ensuring that all employees are paid competitively and their salary remains appropriate relative to their peers within the same range.

The Merit Increase Process

Merit pay increases will not be given without an associated performance review. Performance evaluations must be completed and submitted to Human Resources to initiate a merit increase. Employees whose evaluations do not meet expectations are not eligible for a merit pay increase (although they may be re-evaluated at an appropriate later time and may be considered eligible if they meet or partially meet expectations). On an annual basis prior to the development of the next proposed budget, the County Manager will determine the County's financial ability to implement the merit increase process. No pay increases will be granted except in accordance with budgeted appropriations.

Sheriff's Office Step Increase Process

The Sheriff's Office employees in the Step Plan will receive performance reviews and a step increase on their anniversary date of each year if they have not achieved the top step of the Step Plan. Upon notification from the division Captain verifying the performance evaluation was satisfactory, a step increase will be initiated for that employee, on their anniversary date. Without an annual review, no step increase will be given. Employees whose evaluations do not meet expectations are not eligible for a step increase (although they may be re-evaluated at an appropriate later time and may be considered eligible if they then meet or partially meet expectations).

If an employee in the Step Plan has achieved the top step, that employee may be eligible for cost of living adjustment/market adjustment increases at the same time and in like manner as given to employees covered by the Salary Grade/Range Structure (applicable to all employees other than the employees in the positions within the Step Plan).

No step increases will be granted except in accordance with budgeted appropriations.

Compression Issues

After an adjustment of the Salary Grade/Range Structure has occurred, some long-term employees may experience compression. This means that their wage will be the same or less than that of a recently hired individual. HR and the Supervisor will address each compression case on an as-needed basis, reviewing the individual's years of service and performance records. No compression issue increase will be granted except in accordance with budgeted appropriations.

COLA - Cost of Living Adjustment

Cost of living adjustment or COLA may be given to employees within the salary grade/range structure. COLA will adjust their pay but does not affect the salary grade/range piece. For the step plan, the COLA will adjust the entire step plan by the amount given on the whole (e.g., 3% will adjust every step from 1 through 7 by 3%).

Hiring

Vacant positions will be posted at the minimum with a range up to the midpoint. Positions within the step plan will be posted as steps one through three. Advertising for more than midpoint or step three must have the County Manager's or Elected Official's approval.

New Hire Starting Rates of Pay

New hire starting rates will be determined based on the new hire's relevant experience, skills, and market conditions rather than defaulting to the minimum of the assigned salary grade. Hiring managers have the authority to offer starting compensation up to 10% above the minimum of the salary range. Offers exceeding this amount require approval from the County Manager or the relevant Elected Official. This approach ensures that experienced candidates are compensated appropriately for their expertise, aligning with the County's strategy for range penetration. For example, a candidate with significant experience in the role would not be started at the bottom of the range but rather at a point within the range that reflects their expertise and market value.

Offers of Employment

Offers of employment must be in writing and presented to the Human Resources Director for review before they can be made to a candidate. The County Manager or Elected Official must approve the offer.

Promotion

A promotion occurs when an individual is transferred or reassigned to a job in a higher pay grade/step than his or her existing pay grade/step. An employee will be given the minimum wage/salary for the new position or the next step, which provides an increase in wage for the employee up to 10% (to be determined by the hiring department) of his or her previous salary, whichever is greater. Promotions take into consideration:

- The individual's qualifications to perform the new job and his or her relevant experience;

- The rate of pay, qualifications, and experience levels of any other employees assigned to the same job classification;
- The percentage differential between the existing and new pay scales;
- Employees receiving a promotion are usually compensated at the minimum of the new salary grade or the new position's step one, effective upon the employee's assumptions of his/her job duties; and,
- Any increase of more than 10% or more than step one must have the approval of the County Manager or Elected Official.

Demotion

A demotion occurs when an individual is transferred or reassigned to a job in a lower pay grade or a position with lower pay steps. A demotion can be initiated for a variety of reasons (e.g. employee preference, reorganization). Reduction in pay may occur when an employee is demoted.

Employees who are transferred to a lower position because of reorganization and are above the maximum for the new position may be grandfathered at their old pay rate for up to 4 months from the date of transfer. Thereafter, their pay should be decreased to a rate within the new pay grade/range or new step/range - based on review by the HR Director.

Part-time/Full-time Status Changes

When an employee moves from part-time to full-time or full-time to part-time status within the same job classification, the job/status description and associated minimum pay rate will take effect immediately. Adjustments to the starting pay rate may be made at the supervisor's discretion with prior approval from Human Resources.

Adding New Jobs to the Compensation Structure: New jobs develop over time based on various factors such as technology, organizational goals, demand for new services, etc. Our process for assigning the additional job based on new programs/services to a salary grade/range or a step/range is as follows:

- Preparation of a Vacancy Evaluation or Redesign of Position to document a clear business case to justify the request, including how the budget impact (if any) will be managed;
- Preparation of a Job Analysis Questionnaire or updated job description by the requesting Department Head/Elected Official;
- Send the job data to Human Resources for review and feedback;
- Follow-up questions may be needed for clarification about the duties, qualifications, and why the need for the addition of this position exists;

- A meeting to review the vacancy or redesign of the position must occur with the County Manager (or appropriate Elected Official), County Finance Director, and Human Resources Director; and,
- Upon approval to move forward with the position, Human Resources will initially complete an evaluation of the degree of change and collection of survey market data.

Reclassification Procedures

Changes regularly occur in job content and the evolution of a function. These may result because of technology, organizational goals, demand for new services, etc. We anticipate employees' positions will be given more responsibilities or added duties as part of working for the County. Only substantial job content changes are considered for a reclassification. The process for determining the degree of change within a position job based on revisions of programs/services is as follows:

- Preparation of a Vacancy Evaluation or Redesign of Position to document a clear business case to justify the request, including how the budget impact (if any) will be managed;
- Preparation of a Job Analysis Questionnaire or updated job description by the requesting Department Head/Elected Official;
- Send the job data to Human Resources for review and feedback;
- Follow-up questions may be needed for clarification about the duties, qualifications, and why the need for the job change exists;
- A meeting to review the vacancy or redesign of the position must occur with the County Manager (or appropriate Elected Official), County Finance Director, and Human Resources Director;
- Upon approval to move forward with the position, an evaluation of the degree of change and collection of survey market will be completed by Human Resources;
- Reclassification to a higher grade will result in the incumbent(s) being compensated at the same rate or no less than the minimum of the new range; and,
- Reclassification to a lower grade may result in a pay reduction.

Actions that Human Resources must review

Human Resources must review the following compensation actions:

- Exempt/non-exempt classification;
- Promotional increases, to confirm that it conforms to these guidelines;
- Employment offers (written or verbal);

- Title changes, reclassifications, and new jobs/positions to comply with these guidelines; and,
- Discipline involving demotions to confirm that it conforms to these guidelines.

Actions that must be approved by the County Manager or Elected Official

The County Manager or Elected Official must approve the following compensation action:

- New employees proposed to be hired above the salary range minimum plus 10% or higher than step three; and,
- Special forms of compensation (i.e. on call).

Definitions:

- Demotion: A transfer to a position in a lower salary grade.
- Elected Official: Refers to the person elected to the position of Assessor, Clerk &
  - Recorder, Sheriff, Coroner, and Treasurer.
- Exempt Employee: Exempt from the Fair Labor Standard ACT (FLSA) requirements to pay overtime.
- Hourly Employee: Subject to the overtime requirements of the FLSA and paid on an hourly basis. Hourly employees must be paid overtime for all hours worked in excess of 40 hours, except certain personnel in the Sheriff's office. Their rules currently are anything over 80/hours in a two-week period.
- Position Evaluation: The process of ranking a position in relation to other positions according to its internal importance to the organization.
- Lateral Transfer: A transfer to a different position within the same or similar salary grade or range
- Maximum: The salary range maximum. Generally, all employees holding positions within a grade should be paid at or below the maximum range maximum.
- Merit Increase: A salary increase based on performance and position in the salary range.
- Midpoint: The middle of a salary range. The midpoint represents market pay for the average, fully competent employee in a position assigned to that range. Employees are paid above or below the midpoint based on their own performance, work history, experience, and other factors.
- Minimum: The minimum of a salary grade. Generally, all employees who hold positions
  - within a grade should be paid at or above the minimum.
- New Job: This job has unique duties that are unlike any current position description within the county.
- Non-exempt: Subject to the overtime requirements of the FLSA. Non-exempt employees are paid overtime for all hours worked in excess of 40 hours per week. (Again, with the exception of certain Sheriff's Office employees - See Hourly Employee).

- Promotion: Transfer to a position with a higher salary grade or a position with higher paid steps.
- Promotional increase: Pay increase due to a promotion to a position in a higher salary grade/range or step/range.
- Reclassification: Assignments of a position to a new salary grade or re-evaluating a group of positions. Typically, it does not include a pay adjustment.
- Review Date: Is the hire date or promotion date
- Salary Range: The salary range shows the permissible pay range for the positions assigned to that grade. At Clear Creek County, salary ranges are based on market survey data.
- Salary Structure: A group of salary grades with ranges.
- Step Plan: Is a pay structure that allows moving through the range by a consistent increase due to entitlement concept up to the maximum of the step plan. After reaching the maximum, increases are based on market adjustments.