



# Effingham County Board of Commissioners

*THE OFFICE OF HUMAN RESOURCES –  
EMPLOYMENT POLICIES*

## SECTION 3: PAY FOR PERFORMANCE

3.01 – POSITION CLASSIFICATION PLAN

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## **3.01 – POSITION CLASSIFICATION PLAN**

### **A. PURPOSE**

Positions shall be grouped by job title and allocated to a pay grade and pay range based on job duties and functions which are approximately equal in complexity, difficulty, level of responsibility, and other job-related factors. The position classification plan provides a complete inventory of all regular positions in the service of the County.

### **B. STANDARD**

1. **JOB DESCRIPTIONS:** A job description shall be created for each job class. The description forms the foundation for classification of positions, for recruiting efforts, expected job performance and training needs.
  - a. The Job Description shall document the general purpose of the job, essential functions/duties, tasks and responsibilities, and other related job duties, tasks, and responsibilities. The job description shall contain characteristics necessary for satisfactory performance of the job. Finally, the job description shall contain documentation of the required training, education, and experience necessary for minimally qualified employees. Desired qualifications may also be stated.
  - b. Job descriptions are to be interpreted in their entirety in relationship to others in the classification plan. Job descriptions are descriptive and explanatory of the kind of work performed and are not necessarily inclusive of all duties performed. They provide examples of work to be performed by employees in particular job classifications. The job description is subject to change at any time and employees in the job class will be advised should the job duties or requirements substantially change.
  - c. The Human Resources Department shall be responsible for maintaining an official copy of each Job Description. Each employee shall be provided a copy of his/her job description at the time of hire, transfer to a new position, or when the description substantially changes.
2. **CLASSIFICATION:** Positions shall be grouped into classifications, with job titles reflecting the primary function of the position. Classifications shall be assigned or allocated to appropriate levels of pay based on the results of a job analysis. The job analysis will identify such factors as the complexity, difficulty, level and scope of responsibility, consequence of error, working conditions, and required training, education and experience for the job. *Note:* a “position” is defined as a single budgeted “slot” that is filled by one person. A “job” is defined as a group of duties, tasks, and responsibilities identified by a job title, such as “Administrative

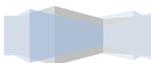


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Secretary”, or “Deputy Clerk”. The organization may have budgeted for more than one Administrative Secretary or Deputy Clerk position.

3. **USE OF CLASSIFICATION TITLES:** Standard Classification Titles (often called class titles or job titles) are to be used in all personnel, accounting, budget appropriation, and financial records. No person will be appointed to, or employed in, a position covered by the Position Classification Plan under a title not included in the Position Classification Plan Working titles, different from official Classification Titles, may be used in the course of departmental routine to indicate authority, status in organization, administrative rank, or to clarify operations.
4. **USE OF POSITION CLASSIFICATION PLAN:** The Classification Plan is an integral part of the organization’s Human Resources Management Program. It is used in determining lines of promotion, in developing employee training programs, in determining salary to be paid for various types of work, in determining personnel service items in departmental budgets, and in providing uniform job terminology understandable by all County officials and employees, and by the general public.
5. **ADMINISTRATION AND MAINTENANCE OF THE POSITION CLASSIFICATION PLAN**
  - a. The Human Resources Department shall be responsible for the general administration and maintenance of the Position Classification Plan. The County Administrator shall approve changes and notify the Board of Commissioners.
  - b. Department Heads shall be responsible for bringing to the attention of the Human Resources Department any material changes in the nature of duties, responsibilities, working conditions, or other factors affecting the classification of any existing position.
6. **REQUEST FOR RECLASSIFICATION:**
  - a. Department Heads may request that the Human Resources Department review the classification of any position. This should occur when Department Heads believe the duties and responsibilities have changed substantially such that the position has become more / less complex or difficult, or carries a lesser / greater level of responsibility. Following the receipt of such information, the Human Resources Department shall conduct a job analysis and report findings to the Department Head.
  - b. An employee who considers his/her position to be improperly classified will first submit a request for reclassification to the Department Head, who will review such a request. If it is found that there is merit in the request, the Department Head will immediately transmit the recommendation to the Human Resources Department. If it is found that the request is not justified, the Department Head will advise the employee of this decision.





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- c. When a new position is established, or the duties of an existing position change, the Department Head will submit in writing a comprehensive job description outlining in detail the duties of the position. The Human Resources Department will conduct a job analysis and make the appropriate class allocation, or establish a new class.

Every effort will be made to conduct job analyses only on positions that are filled. Should a vacancy be anticipated in conjunction with a request for reclassification, the Department Head must plan accordingly so that the job analysis may be conducted with the incumbent's participation.

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## **3.02 – PAY PLAN**

### **A. STANDARD**

1. **PAY STRUCTURE:** The pay structure forms the foundation for the Pay Plan and is to be considered a part of the Pay Plan. The pay structure contains the number of pay grades necessary to accommodate all job classes and positions in the organization. The pay structure contains minimum pay rates, midpoint pay rates, and maximum pay rates.
2. **PAYMENT WITHIN THE PAY RANGE:** All employees covered by the Pay Plan shall be paid at a rate within the pay range established for the respective job classifications.
3. **HIRING RANGE:** New employees, as well as promoted and transferred employees, shall be paid at a rate within the hiring range. It is expected that individuals who meet the minimum qualifications for the position will be hired at the minimum pay rate of the pay range. However, individuals hired or promoted may be paid more than the minimum under certain circumstances, for example:
  - a. When the candidate's training, education, and experience significantly exceed the minimum qualifications, the individual may be paid at appropriate increments within the hiring range. The recommending Department Head shall provide supporting documentation indicating what training, education, and experience warrants the additional pay. Consideration will be given to the rates paid to current employees in similar positions, in order to preserve internal equity.
  - b. When the Board of Commissioners determines that the Human Resources Department and Department Heads have been unable to recruit within the hiring range, or that an applicant possesses exceptional qualifications (e.g., experience substantially above and beyond that which is required in the official job description for a position), the Board of Commissioners may authorize the



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employment of an applicant at a higher rate than the Hiring Range. No employee shall be offered a rate above the Hiring Range without approval of the Board of Commissioners.

4. **EFFECT OF AN UPGRADE OR DOWNGRADE:** Note that a change in grade (up or down) may not necessarily affect the position title. Where the grade changes but the title remains the same, such a transaction is called an upgrade or downgrade (A reclassification indicates that the title, as well as the pay grade in some cases, is changed.).
  - a. A classification of positions (e.g., all Secretaries) may be *upgraded* (moved) from a lower pay grade to a higher pay grade when market comparisons, internal comparisons, or other factors indicate that the class, as a whole, is not competitively compensated. (Note: A class of positions may include one or several positions.) Employees whose positions are upgraded by one pay grade shall have pay increased to the new minimum. Employees whose positions are upgraded by more than one pay grade shall have pay adjusted such that internal equity is maintained with others in the new pay grade.
  - b. A class of positions (e.g. all Secretaries) may be *downgraded* (moved) from a higher pay grade to a lower pay grade when job-related or market factors indicate that the class, as a whole, is not equitably compensated. (Note: A class of positions may include one or several positions.) Employees whose positions are downgraded by one pay grade shall have pay reduced to the new maximum. Employees whose positions are downgraded by more than one pay grade shall have pay adjusted such that internal equity is maintained with others in the new pay grade. Pay shall not exceed the new pay grade maximum.
5. **SALARY OF A PROMOTED EMPLOYEE:** An employee promoted to a position in a class having a higher pay grade and pay range may receive an increase such that the new salary will be within the Hiring Range of the new position. In exceptional cases upon recommendation of the Department Head, and concurrence of the County Administrator and Board of Commissioners, a greater increase may be awarded. However, in no case shall the salary exceed the maximum established for the range. Supporting documentation must be provided indicating the job-related or market-related reasons for the increase.
6. **SALARY OF A DEMOTED EMPLOYEE:**
  - a. **VOLUNTARY DEMOTION** - An employee who voluntarily chooses to accept a demotion will receive a salary reduction. The salary will generally be reduced to an amount that represents the same relative placement within the new pay grade as in the former pay grade. For example, if the employee's former salary



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- was at the midpoint of the former pay grade, the new salary shall be placed at the midpoint of the new pay grade, contingent upon fund availability. Exceptions may occur where an individual's training, education, and experience significantly exceed the minimum qualifications documented and posted for the position. In this case, the guidelines governing the use of the Hiring Range shall apply. Such exceptions must be thoroughly documented and approved by the County Administrator.
- b. **UNSUCCESSFUL TRAINING PERIOD FOLLOWING PROMOTION** - If an employee fails to successfully complete the orientation / training period following promotion, the employee may request a voluntary demotion to the former position or to a position in the same class if a vacancy exists. The employee's salary will be reduced to the former rate of pay, including any merit increases that would have been awarded during the period based on documented evaluations, contingent upon fund availability. Such a demotion must occur within the six-month training period.
  - c. **DISCIPLINARY ACTION** - An employee may be demoted for failure of personal conduct or failure of job performance, and experience a loss in pay. The salary will be reduced to an amount that represents the same relative placement within the new pay grade as in the former pay grade. For example, if the employee's former salary was at the midpoint of the former pay grade, the new salary shall be placed at the midpoint of the new pay grade contingent upon fund availability.
7. **SALARY REDUCTION WITHIN PAY GRADE:** An employee may receive a salary reduction within the same pay grade for disciplinary reasons as stated above. Salary shall be reduced by no more than 10%; however, in no case shall the salary fall below the pay grade minimum.
  8. **SALARY OF A TRANSFERRED EMPLOYEE:** The salary of an employee reassigned to a position in the same job class or to a position in a different job class with the same pay grade and range shall generally not be changed by the reassignment. Exceptions may occur where an individual's training, education, and experience significantly exceed the minimum qualifications documented and posted for the position. In this case, the guidelines governing use of the Hiring Range shall apply. Such exceptions must be thoroughly documented and approved by the County Administrator.
  9. **SALARY OF A PART-TIME EMPLOYEE:** An employee appointed for less than full-time service, whether a regular employee, temporary, seasonal, or itinerant shall be paid at the same rate established for the position.



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10. **SALARY INCREASE MAXIMUM:** When an employee's pay rate reaches the maximum rate of a salary range for the present position, no further salary increases (except a Cost of Living Adjustment) will be added to the base pay while the employee remains in the present position and continues to be limited by the present pay maximum, unless a Longevity Bonus has been approved by the Board of Commissioners.
11. **ADVANCE SALARY POLICY:** There will be no advance of salary.
12. **PAY PLAN MAINTENANCE:** The Pay Plan is maintained by the Human Resources Department and shall be reviewed annually for necessary changes.

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## **3.03 - COMPENSATION**

### **A. COMPENSATION PHILOSOPHY**

The County subscribes to the philosophy of maintaining an active compensation plan and administration program. It is the management's goal to attract and retain a qualified competent staff to carry out the mission of the County. Wage and salary studies are conducted on a regular basis to update and maintain competitive salary ranges.

### **B. STANDARD**

The County adheres to the philosophy of "Management by Objective" and "Pay for Performance." Salary increases and promotions are based on performance and, to the degree possible, performance-based increases are determined by objective evaluation standards. Department Heads are committed to the important task of performance appraisals.

### **C. POLICY**

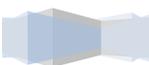
It is the policy of the County to maintain equity and consistency in the administration of wages and salaries. Compensation structure and ranges are reviewed annually by the Human Resources Department & the County Administrator. Studies are conducted to consider general economic conditions and to assess competitive rates.

### **D. GENERAL**

1. Wage and salary increases are not automatic. The County does not have a system of step increases for longevity or tenure.
2. Individual salary increases are performance-based with set procedures for evaluating performance.

### **E. PROCEDURE**

1. **PERFORMANCE PAY PROGRAM FOR EMPLOYEES WITH AT LEAST ONE YEAR OF TENURE:**





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- a. Performance-based increases are based on demonstrated ability and performance and are not merely an administrative procedure that occurs within a prescribed time period.
- b. Performance-based and salary reviews are conducted annually for employees with at least one year of tenure. In order to fairly evaluate each employee and to reward and promote by merit, the County maintains an appraisal system that provides an objective basis for the measurement of performance.
- c. Annually, the Board of Commissioners will determine the allotment of funds for performance raises. These raises will only be granted when funding has been approved by the board, and when funds are readily available in the department budget.
- d. Annually, the Board of Commissioners will consider the allotment of an annual cost of living increase for County employees.

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## **3.04 – HOURS OF WORK**

### **A. PURPOSE**

The purpose of this policy is to establish and define normal hours of work and shall not be construed as a guarantee of hours of work per day or per week.

### **B. STANDARD**

It is the policy of the County to have an organized workweek to accommodate both business demands and employees' time away from work.

1. The County's standard work week usually consists of five (5) consecutive eight (8) hour days, Monday through Friday, starting at 8:30 a.m. and ending at 5:00 p.m., with a half-hour unpaid lunch period. All employees are required to take at least a half-hour break for lunch each day.
2. A normal working schedule for full-time, regular employees consists of forty (40) hours each workweek. Different work schedules, such as in the case of law enforcement, prison, and EMS employees, may be established by the County to meet job assignments and provide necessary County services. Department Heads will advise employees of specific working hours.
3. Part-time and temporary employees shall work hours as specified by their respective Department Heads.
4. The Human Resources Department maintains official payroll records. Each Department Head shall turn in, on a regular basis, a signed timecard for each employee in their department. The timecard shall record hours worked, leave taken and overtime worked during the pay period.



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## **C. OVERTIME**

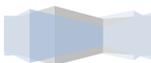
It is the policy of the County to provide additional compensation to all nonexempt employees for all overtime, as prescribed by the Fair Labor Standards Act. Under special circumstances, compensatory time may be agreed upon and be taken at the rate of overtime pay.

1. All County positions are designated as either “exempt” or “non-exempt” according to FLSA regulations.
2. For most County employees, the established work period is forty (40) hours within a seven (7) day workweek. For Law Enforcement personnel, the established work period is 171 hours during a 28-day period. For Fire Protection and EMS personnel, the established work period is 212 hours during a 28-day period.
3. Non-exempt employees are entitled to additional compensation when they work more than the maximum number of hours in a work period.
  - a. **SCHEDULED OVERTIME** – is overtime that is warranted on a continuing basis by the nature of the service or by the operation requirements of the department concerned.
  - b. **EMERGENCY OVERTIME** – is overtime necessitated by an unforeseen contingency, which cannot be handled without overtime within the current workweek.
4. When regular or emergency overtime is required, affected employees shall be notified as far in advance as possible.
5. All overtime must be authorized in advance by the employee’s Department Head and the County Administrator.
6. Overtime pay is calculated at one and one-half times the employee’s regular rate of pay for all time worked beyond the established work period.
7. When computing overtime, holidays and personal leave are not counted as hours worked.
8. Employees may not work through the lunch period and be paid overtime for such work.
9. Exempt employees are those not covered by the FLSA overtime provisions, and do not receive either overtime pay or compensatory time in lieu of overtime pay, and will receive administrative leave after they work 43 hours in a week. The 43 hours will be calculated hour for hour. The maximum of administrative leave is 80 hours and must be spent per calendar year.

**NOTE: OVERTIME SHALL BE DISTRIBUTED AS EQUALLY AS POSSIBLE AMONG THOSE EMPLOYEES WHO ARE ABLE TO PERFORM THE WORK.**

## **D. APPROVAL OF OVERTIME**

Approved overtime forms must accompany timecards for timely processing with payroll.





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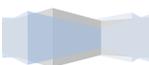
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## **E. TIMECARDS**

Federal and state record-keeping requirements obligate the Board of Commissioners to maintain accurate records and to enforce certain regulations. The following rules must be observed:

1. The FLSA requires that employers keep certain records for all covered employees, including those who are exempt from, minimum wage and overtime provisions.
2. All employees must be paid a minimum wage for all hours worked.
3. Examples of Compensable Time Worked:
  - a. All hours an employee is “suffered or permitted to work” for the employer.
  - b. Caring for tools and equipment that are required by the job.
  - c. Medical attention required for an on the job injury. (Day of injury only)
  - d. Training in regular duties to increase efficiency.
  - e. Training programs required by the employer.
  - f. Clocking in prior to approval start time or clocking out after approved stop time.
4. Employees must punch/complete their own timecards. No one may punch another employee’s timecard. Failure to observe this rule may subject the violators to dismissal.
5. Workday start time must immediate be entered when the employee is ready to start work. Employee may punch in seven minutes (7) prior to start time and up to seven (7) minutes after start time and still be counted as on time.
6. Employees may not enter a starting time earlier than the time that they are scheduled to begin work, without the approval of the Department Head.
7. Employees are not required to punch their time card before lunch or when returning after lunch unless they plan to take more than 30 minutes for lunch. When an employee works for 6 or more hours, 30 minutes will automatically be deducted each day for the lunch period.
8. Employees leaving the premises during working hours for approved reasons must clock time out when leaving and enter time in when returning. (I.e. appointments, personal errands, extended lunch, etc.).
9. Employees who are absent for any reason must fill out an Employee Absence Report Form.
10. Any errors or accidental omissions on the timecard that required correction must be written in and signed by the Department Head, not by the employee.
11. Time cards are due to the department head/elected officials at the close of business on Friday.

## **F. DEPARTMENT HEAD RESPONSIBILITIES**





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1. Each employee will be issued a new time card each pay period. Time card should reflect employee's name, department number, employee number, and the pay period ending date on each side.
2. Beginning with the green side, enter the dates for the first week. Flip over and complete the same for the red side.
3. At the end of the pay period, calculate the total number of hours worked each day. Time is calculated to the closest quarter hour:
  - a. 8:23 to 8:37 is calculated as 8:30
  - b. 8:38 to 8:52 is calculated as 8:45
  - c. 8:53 to 9:07 is calculated as 9:00
  - d. 9:08 to 9:22 is calculated as 9:15
4. Total the number of hours worked each week and record on the bottom of the time card. Do not write in the left hand column of the time card. This area is reserved for payroll purposes.
5. Time cards must be submitted to the Human Resources Department by 10:00 a.m. on Monday as required for pay purposes.

## **G. HUMAN RESOURCES RESPONSIBILITIES**

1. Human Resources will review and recalculate, if necessary, each Department's timecards.
2. In the left hand side of the time card, Human Resources will record the following:
  - a. Regular hours worked
  - b. Overtime hours worked
  - c. Personal Leave (if available)
3. Time cards will then be entered into the payroll system for processing. Checks are dated for Friday but if paychecks are ready, they will be available for distribution on Friday after 10:00 a.m.

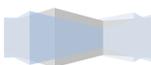
## **H. TIME NOT WORKED – APPLICABLE FOR OVERTIME CREDIT**

Excused paid absences shall count as time worked for purposes of computing overtime in the following instances:

1. Absences on County business, including attendance at schools, training courses and programs, at the County's request.
2. Attendance at Workers' Compensation Board or compensation court proceedings.

## **I. BREAKS AND MEAL PERIODS**

All breaks shall be arranged so that they do not interfere with County business or service to the public. Department Heads shall schedule meal periods, which will vary depending on





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departmental workload. Employees must schedule at least 30 minutes as an unpaid lunch break between the hours of 11:30 a.m. - 1:30 p.m. Employees are expected to be back on the job by 1:30 p.m. Lunch breaks may not be applied at the end of the day to realize an earlier stop time for that working day.

## **J. 40-HOURS WORKWEEK**

Full-time employees (exempt and non-exempt) are responsible for working a full 40-hour workweek unless granted otherwise by their Department Head. FLSA non-exempt employees are not authorized to work more than 40 hours in any workweek unless previously authorized by their Department Head, with concurrence of the County Administrator. Exempt employees are expected to work as necessary to meet the demands of their position.

## **K. CALL BACK**

All employees are subject to call back in case of emergencies, or as needed by the County to provide necessary services to the public. A refusal to respond to a call back is grounds for immediate disciplinary action, including possible termination. Employees called back to duty will be paid the appropriate rate of pay for hours worked, including the overtime rate, if applicable.

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## **3.05 – PAY PERIODS**

### **A. STANDARD**

The county operates on a biweekly system of pay periods. When payday falls on a holiday, checks will be distributed on the last working day prior to the holiday.

### **B. PROCEDURES**

1. In the case of a new employee, the Department Head shall contact the Human Resources Department to schedule an appointment to complete the employment process (i.e., new employee authorization, criminal history). The employee may not work until this process is completed.
2. In the case of a termination, the Department Head will notify the Human Resources Department in writing. The final paycheck shall be issued at the end of the pay period following termination. The Department Head shall perform an exit interview, during which time the employee shall return all County property (e.g., office key, uniforms, etc.) before the final paycheck is issued.
3. Timecards are due to the Human Resources Department no later than 10:00 a.m. on the Monday before payday. If an employee or Department Head is going to be out of the office when timecards are due, it is their responsibility to see that timecards get



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to the Human Resources Department. Employees are responsible for handing in signed and completed timecards to their Department Head. Department Heads are responsible for turning in their department's timecards (correctly allocated and SIGNED) on time. Timecards that are not turned in on time shall be processed during the following pay period.

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## **3.06 - GARNISHMENTS**

### **A. STANDARD**

Garnishment is the legal stoppage of a specified sum from wages to satisfy a creditor. Employees whose wages are garnished often have serious financial problems. The garnishments compound the employee's financial problems. Garnishments also cause the County considerable time and expense to process. The garnishment procedure outlines an approach dealing with employees whose wages are garnished. This procedure is intended to minimize the time and expense on the part of County staff in handling the garnishment.

### **B. PROCEDURE**

1. Employees with financial problems shall be given the same consideration and assistance as employees with other personal problems.
2. All garnishments will be handled confidentially by the Human Resources Department. Information will only be shared on a need-to-know basis.
3. The Human Resources Department shall immediately communicate the garnishment information to the affected employee, including the effective date of the garnishment.

