

# Salary Administration

---

## REPRESENTED EMPLOYEES

The District's new labor contract expires June 30, 2012. All employees falling under the collective bargaining agreement between IAFF Local 1660 and Tualatin Valley Fire and Rescue are paid according to this contract. The scheduled rates for all bargaining unit positions follow this summary.

## NON-REPRESENTED EMPLOYEES

The District's compensation program is designed to attract, retain, motivate, and reward the best possible workforce; promote fairness and equity among employees; ensure market sensitivity; represent fiscal responsibility; and pay for employee performance.

### Components of Salary Administration

The District's non-represented salary administration program consists of the following:

**Base Wages:** The District's base wage model represents a two-tiered model for Managerial and Administrative Support personnel.

- **Management:** Management includes positions at the Battalion Chief level and above. Most of these positions are unique to the organization in their scope of duties and responsibilities; and therefore, base wages are established using primarily internal factors. The management structure includes four pay ranges, each with a 30% width and separated by 5%. (The Fire Chief is not included on this chart as his salary is determined by his contract.) Individual pay is dependent upon performance.
- **Administrative Support:** The administrative support group includes all other non-represented positions. These positions are more closely related to outside comparators, making ranges in this category dependent upon both internal and external comparators. This group includes 13 ranges, constructed with a 30% width and separated by 7.5% between pay range midpoints. An employee's position within the range is generally reflective of experience, performance, and qualifications; however employees shall not be paid below the minimum of their salary grade, or higher than the top of their salary grade. The Human Resources Department is responsible for placement of any new positions into the salary grade chart and for review and reclassification of any current positions.
- **Pay-for-Performance:** A second component to the non-represented system is the salary increase program. The District believes that regular employee pay increases should be based on performance - the better an employee performs, the more value they add to the organization, and the more they should be paid. This program is tied to the performance appraisal system. The employee's salary increase is based on the performance rating that he or she receives during the performance appraisal process, and the employee's position within the salary range. Thus, individual pay is dependent upon performance. With rare exception, an employee will not be paid at a rate higher than the top of their salary grade. The Performance Matrix Chart outlining these allowed increases follows this summary. Any pay increase falling outside of the chart guidelines must be approved by the Director of Human Resources and the Assistant Chief or Chief Financial Officer.

## *Salary Administration, continued*

---

- **Other Rewards:** In addition to the pay-for-performance system for performance increases, supervisors have at their discretion two additional means by which to reward employees for outstanding performance:
  - **Bonuses:** In addition to or instead of performance raises, supervisors may provide employees with bonuses, under very limited circumstances and only with the Fire Chief's approval. Supervisors should consult Human Resources as to their use and appropriateness.
  - **Non-Cash Rewards:** To reward employees throughout the year and not only at appraisal time, the District will maintain recognition programs that recognize employees who perform their jobs at an exceptional level and exceed expected levels of quantity, quality, timeliness, or go above and beyond the employee's scope of responsibility. The District also has an Outstanding Employee of the Quarter award program. Nominations are solicited District-wide, reviewed by a peer review committee and the names of the nominees and Outstanding Employee announced. The winner is also recognized by the District's Board of Directors at a monthly Board Meeting.
- **Salary Range Adjustments:** Traditionally, Tualatin Valley Fire & Rescue has adjusted the non-represented manager and administrative support salary ranges annually by the same total percentage change that will affect the bargaining unit salary structure. In order to avoid wage compression between the top union supervisory position and the first level of non-union management that supervises union positions, the midpoint of the lowest non-union management salary grade has been typically calculated as 10% above top pay for a Captain. Management ranges have been directly connected to the union pay structure, and therefore, management ranges have typically been increased corresponding to the union range increases to maintain this equivalency.

The administrative support ranges are more closely related to outside comparators, so ranges in this category are dependent upon both internal and external comparators. Again, these ranges have traditionally been adjusted by the same percentage applied to the management ranges.

The District operates under a total compensation model upon which all future salary offers would be based. Total compensation is the combination of salary, employer-paid benefits, deferred compensation match, employer's PERS contribution, the employer-paid PERS pick-up, and the value of leave accruals. When computed, this results in a significantly greater number than salary alone. When utilizing a total compensation model for negotiating or determining pay rate, the organization is prepared for larger total compensation costs rather than that used for the traditional compensation planning, which often looks at just salary alone. Total compensation encompasses all those items noted above. The effect is to incorporate increases in insurance premiums and other benefits into the employee's total compensation package, thus also serving to communicate to the employee the true cost and value of that package.

## *Salary Administration, continued*

### PERFORMANCE MATRIX

Rating	Increase by Position in Range			
	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
<b>Outstanding</b>	8%	7-8%	6-7%	5-6% not to exceed range maximum
<b>Exceeds Expectations</b>	6-7%	5-6%	4-5%	3-4% not to exceed range maximum
<b>Meets Expectations</b>	4-5%	3-4%	2-3%	2-3% not to exceed range maximum
<b>Below Expectations</b>	1%	1%	1%	0%
<b>Unacceptable</b>	0%	0%	0%	0%

**Instructions for Use:** When a supervisor has completed the performance appraisal for an employee, he or she then determines an appropriate salary increase for that individual. The supervisor should match the individual's performance with the corresponding increase as shown in the matrix above. If the requested salary increase is different than the amount matched in the salary increase matrix, the increase should be reviewed in advance by the Director of Human Resources.

This recommendation is then forwarded with the performance appraisal (and self-appraisal) to the next level of department supervision (the Director, Assistant Chief, etc.) for his or her approval of both the performance appraisal and the pay increase. If this level of supervision falls below the Assistant Chief (AC) or Chief Financial Officer (CFO), the pay increase request and appraisal must be approved by a supervisor at the AC or CFO level. Both documents should then be forwarded to the Director of Human Resources for review and approval.

Once approved, the appraisal and approved pay increase are then returned to the immediate supervisor, who then holds the performance appraisal interview with the employee. The supervisor should follow those standards as provided through performance management training given and information available on the Human Resources site on the District's intranet. Finally, the immediate supervisor should have the employee sign their performance evaluation, provide them with a copy, and then forward both the performance appraisal and pay increase document to Human Resources for implementation and filing in the employee's personnel file.

## Salary Administration, continued

### NON-REPRESENTED MANAGER SALARY GRADE CHART (JULY 1, 2009 – JUNE 30, 2010)

Grade	Min	Mid	Max	Position
4	8,096	9,525	10,954	Assistant Chief, Chief Financial Officer
3	7,710	9,071	10,432	Executive Officer
2	7,343	8,639	9,935	Chief Training Officer, Community Services Director, Controller, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Support Services Director
1	6,994	8,228	9,462	Assistant Fire Marshal, Battalion Chief, EMS Chief, Chief of Staff, Public Education Chief Officer

*30% width, Grades separated by 5%, midpoint of Grade M1 calculated as 10% above 5-year Captain, July 1, 2009.*

### NON-REPRESENTED ADMINISTRATION SUPPORT SALARY GRADE CHART (JULY 1, 2009 – JUNE 30, 2010)

Grade	Min	Mid	Max	Position
13	6,641	7,813	8,985	IT Manager
12	6,178	7,268	8,358	Financial Operations Manager
11	5,747	6,761	7,775	Fleet Service Manager, IT Network Engineer, OHS Program Manager, Senior IT Database Administrator, Senior IT System Administrator, Support Services Operations Manager
10	5,346	6,289	7,232	Emergency Management Program Manager, Government Affairs Officer, IT Security Administrator, Media Services Manager, Operations Business Manager, Partnership and Public Information Manager, Senior Financial Systems Analyst, Supply Manager
9	4,973	5,850	6,728	Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator
8	4,626	5,442	6,258	Data Analyst, HR Data Analyst, IT Applications Specialist, IT System Administrator, Media Producer
7	4,303	5,062	5,821	Communications Technician, Communications Technician/Installer, Executive Assistant, Facilities Maintenance Lead Technician, Fleet Technician, Nurse, Project Coordinator, Senior Employment Coordinator
6	4,003	4,709	5,415	Facilities Maintenance Technician, Wellness Program Coordinator
5	3,723	4,380	5,037	Administrative Supervisor, Supply Operations Supervisor
4	3,463	4,074	4,685	Accounting Specialist, Customer Service Specialist, GIS Technician, OHS Program Assistant, Program Assistant, Operations Technician
3	3,222	3,790	4,359	Apparatus Maintenance Assistant, Communications Administrative Assistant, Community Services Graphics & Project Coordinator, Facilities Maintenance Administrative Specialist, Fleet Parts and Small Engine Technician, Human Resources Assistant, Fire Prevention Lead Admin Assistant, Logistics Assistant, Occupational Health Assistant, Records Specialist
2	2,997	3,526	4,055	Administrative Assistant II, Supply Specialist
1	2,788	3,280	3,772	Accounting Assistant, Administrative Assistant, Maintenance Utility Worker, Supply Assistant, Supply Driver

*30% width, grades separated by 7.5%, Midpoint of Grade 1 calculated as 4.1% above July 1, 2008 amount.*

## Salary Administration, continued

### BARGAINING UNIT EMPLOYEES WAGE SCHEDULES (JULY 1, 2009 – JUNE 30, 2010)

#### 53-HOUR (24-ON/48-OFF) SCHEDULE

4.1% Increase (based on CPI-W, all cities, all year for 2008)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	18.1552	21.2054	22.3091	23.4130	24.5895	25.8385
<i>Monthly</i>	<i>4,144.48</i>	<i>4,840.76</i>	<i>5,092.72</i>	<i>5,344.71</i>	<i>5,613.28</i>	<i>5,898.42</i>
Engineer	19.3897	22.6142	23.7906	25.0251	26.2888	27.5669
<i>Monthly</i>	<i>4,426.29</i>	<i>5,162.38</i>	<i>5,430.92</i>	<i>5,712.74</i>	<i>6,001.21</i>	<i>6,292.98</i>
Lieutenant	20.9003	24.4152	25.7369	26.9569	28.3803	29.7746
<i>Monthly</i>	<i>4,771.12</i>	<i>5,573.50</i>	<i>5,875.22</i>	<i>6,153.71</i>	<i>6,478.66</i>	<i>6,796.96</i>
Captain	23.0354	26.8843	28.3076	29.7164	31.2705	32.7666
<i>Monthly</i>	<i>5,258.51</i>	<i>6,137.14</i>	<i>6,462.07</i>	<i>6,783.67</i>	<i>7,138.43</i>	<i>7,479.96</i>

#### All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.8155	2.1205	2.2309	2.3413	2.4589	2.5839
<i>Monthly</i>	<i>414.45</i>	<i>484.08</i>	<i>509.27</i>	<i>534.47</i>	<i>561.33</i>	<i>589.84</i>
Hazmat Spec (6%)	1.0893	1.2723	1.3385	1.4048	1.4754	1.5503
Tech Rescue (6%)	1.0893	1.2723	1.3385	1.4048	1.4754	1.5503
Water Rescue (6%)	1.0893	1.2723	1.3385	1.4048	1.4754	1.5503
<i>Monthly</i>	<i>248.67</i>	<i>290.45</i>	<i>305.56</i>	<i>320.68</i>	<i>336.80</i>	<i>353.91</i>
Hazmat Tech (4%)	0.7262	0.8482	0.8924	0.9365	0.9836	1.0335
<i>Monthly</i>	<i>165.78</i>	<i>193.63</i>	<i>203.71</i>	<i>213.79</i>	<i>224.53</i>	<i>235.94</i>
FTO (3%)	0.5447	0.6362	0.6693	0.7024	0.7377	0.7752
<i>Monthly</i>	<i>124.33</i>	<i>145.22</i>	<i>152.78</i>	<i>160.34</i>	<i>168.40</i>	<i>176.95</i>

#### 48-HOUR SCHEDULE

4.1% Increase (based on CPI-W, all cities, all year for 2008)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	20.0726	23.4448	24.6651	25.8856	27.1863	28.5672
<i>Monthly</i>	<i>4,180.72</i>	<i>4,883.08</i>	<i>5,137.25</i>	<i>5,391.45</i>	<i>5,662.36</i>	<i>5,949.98</i>
Engineer	21.4374	25.0025	26.3030	27.6680	29.0651	30.4782
<i>Monthly</i>	<i>4,464.98</i>	<i>5,207.52</i>	<i>5,478.39</i>	<i>5,762.69</i>	<i>6,053.68</i>	<i>6,348.00</i>
Lieutenant	23.1075	26.9936	28.4549	29.8037	31.3775	32.9191
<i>Monthly</i>	<i>4,812.83</i>	<i>5,622.23</i>	<i>5,926.59</i>	<i>6,207.51</i>	<i>6,535.31</i>	<i>6,856.39</i>
Captain	25.4681	29.7234	31.2971	32.8547	34.5729	36.2270
<i>Monthly</i>	<i>5,304.50</i>	<i>6,190.79</i>	<i>6,518.56</i>	<i>6,842.98</i>	<i>7,200.84</i>	<i>7,545.36</i>

#### All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.0073	2.3445	2.4665	2.5886	2.7186	2.8567
<i>Monthly</i>	<i>418.07</i>	<i>488.31</i>	<i>513.73</i>	<i>539.15</i>	<i>566.24</i>	<i>595.00</i>
Hazmat Spec (6%)	1.2044	1.4067	1.4799	1.5531	1.6312	1.7140
Tech Rescue (6%)	1.2044	1.4067	1.4799	1.5531	1.6312	1.7140
Water Rescue (6%)	1.2044	1.4067	1.4799	1.5531	1.6312	1.7140
<i>Monthly</i>	<i>250.84</i>	<i>292.98</i>	<i>308.24</i>	<i>323.49</i>	<i>339.74</i>	<i>357.00</i>
Hazmat Tech (4%)	0.8029	0.9378	0.9866	1.0354	1.0875	1.1427
<i>Monthly</i>	<i>167.23</i>	<i>195.32</i>	<i>205.49</i>	<i>215.66</i>	<i>226.49</i>	<i>238.00</i>
FTO (3%)	0.6022	0.7033	0.7400	0.7766	0.8156	0.8570
<i>Monthly</i>	<i>125.42</i>	<i>146.49</i>	<i>154.12</i>	<i>161.74</i>	<i>169.87</i>	<i>178.50</i>

## Salary Administration, continued

### BARGAINING UNIT EMPLOYEES WAGE SCHEDULES (JULY 1, 2009 – JUNE 30, 2010), CONTINUED

#### 40-HOUR SCHEDULE

4.1% Increase (based on CPI-W, all cities, all year for 2008)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter Monthly	23.9095 4,144.48	27.9264 4,840.76	29.3799 5,092.72	30.8337 5,344.71	32.3831 5,613.28	34.0280 5,898.42
Engineer Monthly	25.5353 4,426.29	29.7818 5,162.38	31.3310 5,430.92	32.9568 5,712.74	34.6210 6,001.21	36.3042 6,292.98
Lieutenant Monthly	27.5246 4,771.12	32.1536 5,573.50	33.8942 5,875.22	35.5008 6,153.71	37.3754 6,478.66	39.2117 6,796.96
Captain Monthly	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96
Fire Inspector Monthly	Entry level Fire Inspector starts at 3 Year Pay Step			32.9568 5,712.74	34.6210 6,001.21	36.3042 6,292.98
Deputy Fire Marshal 1 Monthly	27.5246 4,771.12	32.1536 5,573.50	33.8942 5,875.22	35.5008 6,153.71	37.3754 6,478.66	39.2117 6,796.96
Deputy Fire Marshal 2 Monthly	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96
HazMat Specialist Monthly	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96
Plans Examiner Monthly	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96
Training Officer Monthly	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96

Hourly amounts calculated using the PAU Salary Calculation below

#### All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%) Monthly	2.3910 414.45	2.7926 484.08	2.9380 509.27	3.0834 534.47	3.2383 561.33	3.4028 589.84
Hazmat Spec (6%)	1.4346	1.6756	1.7628	1.8500	1.9430	2.0417
Tech Rescue (6%)	1.4346	1.6756	1.7628	1.8500	1.9430	2.0417
Water Rescue (6%) Monthly	1.4346 248.67	1.6756 290.45	1.7628 305.56	1.8500 320.68	1.9430 336.80	2.0417 353.91
Hazmat Tech (4%) Monthly	0.9564 165.78	1.1171 193.63	1.1752 203.71	1.2333 213.79	1.2953 224.53	1.3611 235.94
FTO (3%) Monthly	0.7173 124.33	0.8378 145.22	0.8814 152.78	0.9250 160.34	0.9715 168.40	1.0208 176.95

#### PAU Salary Calculation (7/1/2009):

48-hour PAU pay is figured on the following formula:

$$\frac{(A \times B + (48 \times .5A))}{C}$$

A = Straight time base wage on 53-hour/week

B = Annual hrs. worked on 53-hour schedule (52.68 hrs. x 52 wks. = 2,739.36 hrs.)

C = Annual hrs. worked on modified schedule (48.0654 hrs. x 52 wks = 2,499.40 hrs.)

\* = 48 represents hours worked in excess of 53-hours per week (for standard 53-hour/week schedule) through seven 27-day FLSA cycles with Kelly days.

$$\frac{(25.8385 \times 2,739.36) + (48 \times .5 \times 25.8385)}{2,499.40} = 28.5672 \text{ (PAU rate)}$$