

TUALATIN VALLEY FIRE & RESCUE
SALARY ADMINISTRATION

Represented Employees

The District's new labor contract expires June 30, 2005. 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 work force; 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 (1) Managerial and (2) 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 we establish base wages 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 each year by the Board.) 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, so ranges in this category are dependent upon both internal and external comparators. This group includes 11 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. Individual pay is also dependent upon performance.
- **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 one 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. A chart outlining these increases follows this summary.

- **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 "*Caught 'Ya' Coupon*" program is available. When an employee or supervisor observes another employee performing at an exceptional level that exceeds expected levels of quantity, quality, timeliness, or they go above and beyond their scope of responsibility, supervisors can provide them with a coupon recognizing their efforts. These coupons are then redeemable through Human Resources for dinners, gift certificates, and several other awards. 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, this organization has adjusted the non-represented manager and administrative support salary ranges annually by the same total percentage change which 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 which supervises union positions, the midpoint of 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, we have traditionally adjusted these ranges by the same percentage applied to the management ranges.

Effective with fiscal year 2003-2004, the District began to moving to a total compensation model upon which all future salary modifications would be based. Total compensation is the combination of salary, payroll taxes, 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/range increases, an organization plans a larger total increase than that used for the traditional compensation planning, but that percentage would encompass all those items noted above. The effect is to incorporate increases in insurance premiums and other benefits into the employee’s total compensation package increase, thus also serving to communicate to the employee the true cost of that package. If a total compensation model was applied, it is unlikely that PERS figures would initially be incorporated due to the current uncertainty and instability of that particular benefit.

Performance Matrix

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

This recommendation is then forwarded with the performance appraisal (and self-appraisal) to the next level of 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.

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 this information is also available to supervisors on the Human Resources site on the District's intranet.

Non-Represented Management Salary Grade Chart

July 1, 2005 – June 30, 2006

Grade	Min	Mid	Max	Position
4	7,098	8,351	9,604	Administrative Chief, Assistant Chief, Chief Financial Officer
3	6,760	7,953	9,146	Executive Officer
2	6,438	7,574	8,710	Chief Training Officer, Community Services Director, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Support Services Director
1	6,131	7,213	8,295	Asst. Fire Marshal, Battalion Chief, EMS Chief, Chief of Staff

30% width, Grades separated by 5%, Midpoint of Grade M1 calculated as 3.0% above July 1, 2005 Midpoint

Non-Represented Administrative Support Salary Grade Chart

July 1, 2005 – June 30, 2006

Grade	Min	Mid	Max	Position
11	5,039	5,928	6,817	Financial Operations Manager, Fleet Service Manager, IT Manager, Support Services Operations Manager
10	4,687	5,514	6,341	Emergency Mgmt Program Manager, Media Services Manager, OHS Program Manager
9	4,360	5,129	5,898	Accountant, Financial Systems Analyst, Fleet Technician Supervisor, IT Database Administrator, Public Information Officer
8	4,055	4,771	5,487	IT Network Administrator, IT Security Administrator, IT System Administrator, Media Producer, OHS Lead Nurse
7	3,772	4,438	5,104	Executive Assistant, Facilities Maintenance Lead Technician, Fleet Technician III, HR Data Analyst, OID Nurse, Project Coordinator, Data Analyst
6	3,509	4,128	4,747	Community Liaison, Facilities Maintenance Technician, Supply Supervisor
5	3,264	3,840	4,416	Fleet Technician II, Payroll Accounting Specialist
4	3,036	3,572	4,108	Accounting Specialist, GIS Technician, Lead Administrative Assistant, OHS Program Assistant, Program Coordinator, RTSC Operations Technician, Wellness Specialist
3	2,825	3,323	3,821	Apparatus Maintenance Assistant, Fleet Technician I, Occupational Health Assistant, Senior Supply Specialist
2	2,627	3,091	3,555	Administrative Assistant II
1	2,444	2,876	3,307	Administrative Assistant, Fleet Technician Assistant, Maintenance Utility Worker, Supply Specialist

30% width, Grades separated by 7.5%, Midpoint of Grade 1 calculated as 3.0% above July 1, 2005 Midpoint.

Bargaining Unit Employees Wage Schedules

53-HOUR (24-on/48-off) SCHEDULE

July 1, 2005 - June 30, 2006

Straight Time Base Wage - 53 Hour Week

Based on Annual Hours 2,759.76 (Monthly 229.98, Pay Period 114.99)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	15.8116	18.4680	19.4292	20.3906	21.4152	22.5031
<i>Monthly</i>	<i>3,636.35</i>	<i>4,247.27</i>	<i>4,468.34</i>	<i>4,689.44</i>	<i>4,925.08</i>	<i>5,175.26</i>
Engineer	16.8868	19.6950	20.7195	21.7947	22.8952	24.0083
<i>Monthly</i>	<i>3,883.62</i>	<i>4,529.46</i>	<i>4,765.07</i>	<i>5,012.34</i>	<i>5,265.44</i>	<i>5,521.44</i>
Lieutenant	18.2023	21.2635	22.4146	23.4770	24.7167	25.9311
<i>Monthly</i>	<i>4,186.17</i>	<i>4,890.17</i>	<i>5,154.90</i>	<i>5,399.25</i>	<i>5,684.35</i>	<i>5,963.63</i>
Captain	20.0618	23.4138	24.6534	25.8804	27.2338	28.5368
<i>Monthly</i>	<i>4,613.80</i>	<i>5,384.71</i>	<i>5,669.80</i>	<i>5,951.97</i>	<i>6,263.23</i>	<i>6,562.89</i>

Premiums	<i>All Premiums based on Firefighter position</i>					
PM (10%)	1.5812	1.8468	1.9429	2.0391	2.1415	2.2503
Hazmat Spec (6%)	0.9487	1.1081	1.1658	1.2234	1.2849	1.3502
Tech Resc (6%)	0.9487	1.1081	1.1658	1.2234	1.2849	1.3502
Hazmat Tech (4%)	0.6325	0.7387	0.7772	0.8156	0.8566	0.9001
Water Resc (3%)	0.4743	0.5540	0.5829	0.6117	0.6425	0.6751
FTO (3%)	0.4743	0.5540	0.5829	0.6117	0.6425	0.6751

48-HOUR SCHEDULE

July 1, 2005 - June 30, 2006

Straight Time Base Wage - 48 Hour Week

Based on Annual Hours 2,499.40 (Monthly 208.28, Pay Period 104.14)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	17.6105	20.5691	21.6397	22.7105	23.8517	25.0633
<i>Monthly</i>	<i>3,667.92</i>	<i>4,284.13</i>	<i>4,507.12</i>	<i>4,730.14</i>	<i>4,967.83</i>	<i>5,220.18</i>
Engineer	18.8080	21.9357	23.0768	24.2743	25.5000	26.7398
<i>Monthly</i>	<i>3,917.33</i>	<i>4,568.77</i>	<i>4,806.43</i>	<i>5,055.85</i>	<i>5,311.15</i>	<i>5,569.37</i>
Lieutenant	20.2732	23.6826	24.9647	26.1481	27.5288	28.8813
<i>Monthly</i>	<i>4,222.50</i>	<i>4,932.62</i>	<i>5,199.65</i>	<i>5,446.12</i>	<i>5,733.70</i>	<i>6,015.39</i>
Captain	22.3442	26.0776	27.4583	28.8248	30.3322	31.7835
<i>Monthly</i>	<i>4,653.85</i>	<i>5,431.45</i>	<i>5,719.02</i>	<i>6,003.63</i>	<i>6,317.60</i>	<i>6,619.86</i>

Premiums	<i>All Premiums based on Firefighter position</i>					
PM (10%)	1.7611	2.0569	2.1640	2.2710	2.3852	2.5063
Hazmat Spec (6%)	1.0566	1.2341	1.2984	1.3626	1.4311	1.5038
Tech Resc (6%)	1.0566	1.2341	1.2984	1.3626	1.4311	1.5038
Hazmat Tech (4%)	0.7044	0.8228	0.8656	0.9084	0.9541	1.0025
Water Resc (3%)	0.5283	0.6171	0.6492	0.6813	0.7156	0.7519
FTO (3%)	0.5283	0.6171	0.6492	0.6813	0.7156	0.7519

Bargaining Unit Employees Wage Schedules, continued

40 HR SCHEDULE

July 1, 2005 - June 30, 2006

Straight Time Base Wage - 40 Hour Week

Based on Annual Hours 2,080 (Monthly 173.34, Pay Period 86.67)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	20.9782	24.5025	25.7779	27.0534	28.4128	29.8561
<i>Monthly</i>	3,636.35	4,247.27	4,468.34	4,689.44	4,925.08	5,175.26
Engineer	22.4046	26.1305	27.4897	28.9162	30.3764	31.8532
<i>Monthly</i>	3,883.62	4,529.46	4,765.07	5,012.34	5,265.44	5,521.44
Lieutenant	24.1500	28.2114	29.7387	31.1483	32.7931	34.4042
<i>Monthly</i>	4,186.17	4,890.17	5,154.90	5,399.25	5,684.35	5,963.63
Captain	26.6171	31.0644	32.7091	34.3370	36.1327	37.8614
<i>Monthly</i>	4,613.80	5,384.71	5,669.80	5,951.97	6,263.23	6,562.89
Deputy Fire Marshal 1	24.1500	28.2114	29.7387	31.1483	32.7931	34.4042
<i>Monthly</i>	4,186.17	4,890.17	5,154.90	5,399.25	5,684.35	5,963.63
Deputy Fire Marshal 2	26.6171	31.0644	32.7091	34.3370	36.1327	37.8614
<i>Monthly</i>	4,613.80	5,384.71	5,669.80	5,951.97	6,263.23	6,562.89
HazMat Specialist	26.6171	31.0644	32.7091	34.3370	36.1327	37.8614
<i>Monthly</i>	4,613.80	5,384.71	5,669.80	5,951.97	6,263.23	6,562.89
Public Educ. Officer 1	24.1500	28.2114	29.7387	31.1483	32.7931	34.4042
<i>Monthly</i>	4,186.17	4,890.17	5,154.90	5,399.25	5,684.35	5,963.63
Public Educ. Officer 2	26.6171	31.0644	32.7091	34.3370	36.1327	37.8614
<i>Monthly</i>	4,613.80	5,384.71	5,669.80	5,951.97	6,263.23	6,562.89
Plans Examiner	26.6171	31.0644	32.7091	34.3370	36.1327	37.8614
<i>Monthly</i>	4,613.80	5,384.71	5,669.80	5,951.97	6,263.23	6,562.89
Resource Specialist	24.1500	28.2114	29.7387	31.1483	32.7931	34.4042
<i>Monthly</i>	4,186.17	4,890.17	5,154.90	5,399.25	5,684.35	5,963.63
Training Officer	26.6171	31.0644	32.7091	34.3370	36.1327	37.8614
<i>Monthly</i>	4,613.80	5,384.71	5,669.80	5,951.97	6,263.23	6,562.89

Premiums	All Premiums based on Firefighter position					
PM (10%)	2.0978	2.4503	2.5778	2.7053	2.8413	2.9856
Hazmat Spec (6%)	1.2587	1.4702	1.5467	1.6232	1.7048	1.7914
Tech Resc (6%)	1.2587	1.4702	1.5467	1.6232	1.7048	1.7914
Hazmat Tech (4%)	0.8391	0.9801	1.0311	1.0821	1.1365	1.1942
Water Resc (3%)	0.6293	0.7351	0.7733	0.8116	0.8524	0.8957
FTO (3%)	0.6293	0.7351	0.7733	0.8116	0.8524	0.8957

