

# SALARY ADMINISTRATION

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## Represented Employees

The District's labor contract expires June 30, 2007. 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 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 annually by the Board of Directors.) 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 12 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 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. 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.
  
- **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, 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.

Effective with fiscal year 2003-2004, the District began to moving to 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 of that package.

**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.

This recommendation is then forwarded with the performance appraisal (and self-appraisal) to the Director of Human Resources who will review and approve both documents prior to forwarding them on 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.

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.

**Non-Represented Management Salary Grade Chart**

July 1, 2006 – June 30, 2007

Grade	Min	Mid	Max	Position
4	7,336	8,631	9,926	Assistant Chief, Chief Financial Officer
3	6,987	8,220	9,453	Executive Officer
2	6,655	7,829	9,003	Chief Training Officer, Community Services Director, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Support Services Director
1	6,338	7,456	8,574	Asst. Fire Marshal, Battalion Chief, EMS Chief, Chief of Staff

30% width, Grades separated by 5%, Midpoint of Grade M1 calculated as 10% above 5 year Captain June 30, 2007

**Non-Represented Administrative Support Salary Grade Chart**

July 1, 2006 – June 30, 2007

Grade	Min	Mid	Max	Position
12	5,601	6,589	7,577	IT Manager
11	5,210	6,129	7,048	Financial Operations Manager, Fleet Service Manager, Support Services Operations Manager
10	4,846	5,701	6,556	Communications Manager, Emergency Mgmt Program Manager, Media Services Manager, OHS Program Manager, Senior Financial Systems Analyst, Senior IT System Administrator
9	4,508	5,303	6,098	Accountant, Fleet Technician Supervisor, IT Database Administrator, IT Security Administrator, Public Information Officer, Senior HR Administrator
8	4,193	4,933	5,673	IT Network Administrator, IT System Administrator, Media Producer, OHS Lead Nurse, Supply Manager
7	3,901	4,589	5,277	Data Analyst, Executive Assistant, Facilities Maintenance Lead Technician, Fleet Technician III, HR Data Analyst, Nurse, Project Coordinator, Senior Employment Coordinator
6	3,629	4,269	4,909	Community Liaison, Facilities Maintenance Technician
5	3,375	3,971	4,567	Fleet Technician II, Payroll Accounting Specialist
4	3,140	3,694	4,248	Accounting Specialist, GIS Technician, Lead Administrative Assistant, OHS Program Assistant, Program Assistant, Program Coordinator, Training Center Operations Technician, Wellness Specialist
3	2,921	3,436	3,951	Apparatus Maintenance Assistant, Community Services Assistant, Facilities Maintenance Admin Specialist, Fleet Technician I, Human Resources Assistant, Occupational Health Assistant, Records Specialist, Senior Supply Specialist
2	2,717	3,196	3,675	Administrative Assistant II, Supply Specialist
1	2,527	2,973	3,419	Administrative Assistant, Fleet Technician Assistant, Maintenance Utility Worker, Supply Driver

30% width, Grades separated by 7.5%, Midpoint of Grade 1 calculated as 3.37% (Increase from M1 midpoint of 2005-06 to M1 midpoint of 2006-07) above 2005-06 salary.

**Bargaining Unit Employees Wage Schedules**

**53-HOUR (24-on/48-off) SCHEDULE**  
**July 1, 2006 - June 30, 2007 (3.28% Increase)**

*Straight Time Base Wage - 53 Hour Week*

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

<b>Classification</b>	<b>Entry</b>	<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>5 Years</b>
Firefighter <i>Monthly</i>	\$16.3302 3,755.63	\$19.0737 4,386.58	\$20.0665 4,614.90	\$21.0594 4,843.25	\$22.1177 5,086.62	\$23.2412 5,345.00
Engineer <i>Monthly</i>	17.4406 4,011.00	20.3410 4,678.02	21.3991 4,921.36	22.5095 5,176.75	23.6462 5,438.15	24.7958 5,702.54
Lieutenant <i>Monthly</i>	18.7993 4,323.47	21.9609 5,050.57	23.1498 5,323.98	24.2471 5,576.35	25.5274 5,870.80	26.7816 6,159.23
Captain <i>Monthly</i>	20.7198 4,765.14	24.1818 5,561.32	25.4621 5,855.77	26.7292 6,147.19	28.1271 6,468.67	29.4728 6,778.16

<b>Premiums</b>	<b>Entry</b>	<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>5 Years</b>
PM (10%)	\$1.6330	\$1.9074	\$2.0067	\$2.1059	\$2.2118	\$2.3241
Hazmat Spec (6%)	0.9798	1.1444	1.2040	1.2636	1.3271	1.3945
Tech Resc (6%)	0.9798	1.1444	1.2040	1.2636	1.3271	1.3945
Hazmat Tech (4%)	0.6532	0.7629	0.8027	0.8424	0.8847	0.9296
Water Resc (3%)	0.4899	0.5722	0.6020	0.6318	0.6635	0.6972
FTO (3%)	0.4899	0.5722	0.6020	0.6318	0.6635	0.6972

*All Premiums based on Firefighter position*

**48-HOUR SCHEDULE**  
**July 1, 2006 - June 30, 2007 (3.28% Increase)**

*Straight Time Base Wage - 48 Hour Week*

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

<b>Classification</b>	<b>Entry</b>	<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>5 Years</b>
Firefighter <i>Monthly</i>	\$18.1881 3,788.23	\$21.2438 4,424.65	\$22.3495 4,654.96	\$23.4554 4,885.29	\$24.6340 5,130.77	\$25.8853 5,391.40
Engineer <i>Monthly</i>	19.4249 4,045.81	22.6552 4,718.63	23.8337 4,964.08	25.0705 5,221.68	26.3364 5,485.35	27.6169 5,752.04
Lieutenant <i>Monthly</i>	20.9382 4,361.00	24.4594 5,094.41	25.7835 5,370.20	27.0057 5,624.75	28.4317 5,921.76	29.8286 6,212.70
Captain <i>Monthly</i>	23.0771 4,806.50	26.9330 5,609.60	28.3589 5,906.60	29.7703 6,200.55	31.3271 6,524.82	32.8260 6,836.99

<b>Premiums</b>	<b>Entry</b>	<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>5 Years</b>
PM (10%)	\$1.8188	\$2.1244	\$2.2350	\$2.3455	\$2.4634	\$2.5885
Hazmat Spec (6%)	1.0913	1.2746	1.3410	1.4073	1.4780	1.5531
Tech Resc (6%)	1.0913	1.2746	1.3410	1.4073	1.4780	1.5531
Hazmat Tech (4%)	0.7275	0.8498	0.8940	0.9382	0.9854	1.0354
Water Resc (3%)	0.5456	0.6373	0.6705	0.7037	0.7390	0.7766
FTO (3%)	0.5456	0.6373	0.6705	0.7037	0.7390	0.7766

*All Premiums based on Firefighter position*

**Bargaining Unit Employees Wage Schedules, continued**

**40-HOUR SCHEDULE**

**July 1, 2006 - June 30, 2007 (3.28% Increase)**

*Straight Time Base Wage - 40 Hour Week*

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

<b>Classification</b>	<b>Entry</b>	<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>5 Years</b>
Firefighter <i>Monthly</i>	\$21.6662 3,755.63	\$25.3062 4,386.58	\$26.6234 4,614.90	\$27.9407 4,843.25	\$29.3448 5,086.62	\$30.8354 5,345.00
Engineer <i>Monthly</i>	23.1395 4,011.00	26.9876 4,678.02	28.3914 4,921.36	29.8647 5,176.75	31.3727 5,438.15	32.8980 5,702.54
Lieutenant <i>Monthly</i>	24.9422 4,323.47	29.1368 5,050.57	30.7141 5,323.98	32.1700 5,576.35	33.8687 5,870.80	35.5327 6,159.23
Captain <i>Monthly</i>	27.4901 4,765.14	32.0833 5,561.32	33.7820 5,855.77	35.4632 6,147.19	37.3178 6,468.67	39.1032 6,778.16
Deputy Fire Marshal 1 <i>Monthly</i>	24.9422 4,323.47	29.1368 5,050.57	30.7141 5,323.98	32.1700 5,576.35	33.8687 5,870.80	35.5327 6,159.23
Deputy Fire Marshal 2 <i>Monthly</i>	27.4901 4,765.14	32.0833 5,561.32	33.7820 5,855.77	35.4632 6,147.19	37.3178 6,468.67	39.1032 6,778.16
HazMat Specialist <i>Monthly</i>	27.4901 4,765.14	32.0833 5,561.32	33.7820 5,855.77	35.4632 6,147.19	37.3178 6,468.67	39.1032 6,778.16
Public Educ. Officer 1 <i>Monthly</i>	24.9422 4,323.47	29.1368 5,050.57	30.7141 5,323.98	32.1700 5,576.35	33.8687 5,870.80	35.5327 6,159.23
Public Educ. Officer 2 <i>Monthly</i>	27.4901 4,765.14	32.0833 5,561.32	33.7820 5,855.77	35.4632 6,147.19	37.3178 6,468.67	39.1032 6,778.16
Plans Examiner <i>Monthly</i>	27.4901 4,765.14	32.0833 5,561.32	33.7820 5,855.77	35.4632 6,147.19	37.3178 6,468.67	39.1032 6,778.16
Resource Specialist <i>Monthly</i>	24.9422 4,323.47	29.1368 5,050.57	30.7141 5,323.98	32.1700 5,576.35	33.8687 5,870.80	35.5327 6,159.23
Training Officer <i>Monthly</i>	27.4901 4,765.14	32.0833 5,561.32	33.7820 5,855.77	35.4632 6,147.19	37.3178 6,468.67	39.1032 6,778.16

<b>Premiums</b>	<b>Entry</b>	<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>5 Years</b>
PM (10%)	2.1666	2.5306	2.6623	2.7941	2.9345	3.0835
Hazmat Spec (6%)	1.3000	1.5184	1.5974	1.6764	1.7607	1.8501
Tech Resc (6%)	1.3000	1.5184	1.5974	1.6764	1.7607	1.8501
Hazmat Tech (4%)	0.8666	1.0122	1.0649	1.1176	1.1738	1.2334
Water Resc (3%)	0.6500	0.7592	0.7987	0.8382	0.8803	0.9251
FTO (3%)	0.6500	0.7592	0.7987	0.8382	0.8803	0.9251

*All Premiums based on Firefighter position*