

Salary Administration

Represented Employees

The District's current three-year labor contract expires June 15, 2015. 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 adjust pay increases in accordance with 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 five 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.)
- **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. 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.
- **Other Rewards:** The District 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 of the Quarter announced. The winner is also recognized at the monthly District Staff Meeting and relayed to the Board of Directors.

Salary Range Adjustments: Traditionally, Tualatin Valley Fire and 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 ten percent 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.

Salary Administration, continued

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 those 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.

Performance Matrix

Rating	Increase by Position in Range			
	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Exceptional Achievement	7-8%	6-8%	5-7%	4-6%*
Expectations Exceeded	6-6.9%	5-5.9%	4-4.9%	3-3.9%*
Expectations Met	4-5.9%	3-4.9%	2-3.9%	1-2.9%*
Expectations Almost Attained	0-2%	0-2%	0-2%	0-1%
Below Expectations	0%	0%	0%	0%

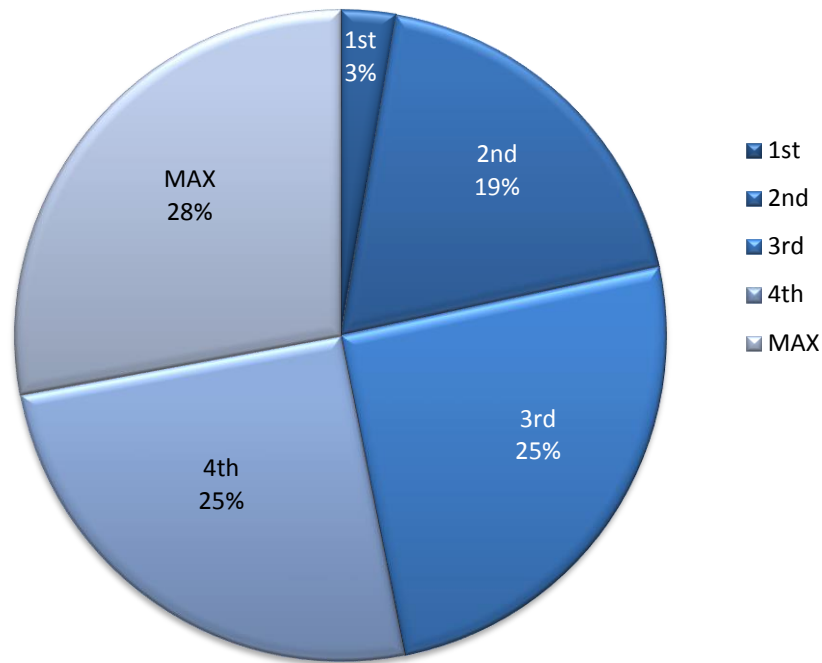
*Not to exceed range maximum

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 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 Staff Placement in Range
by Quartile (As of June 30, 2014)**



Salary Administration, continued

Non-Represented Manager Monthly Salary Grade Chart (July 1, 2014 – June 30, 2015)

Grade	Min	Mid	Max	Position
5	9,319	10,964	12,609	Deputy Chief
4	8,876	10,442	12,008	Assistant Chief, Chief Financial Officer
3	8,453	9,945	11,437	
2	8,050	9,471	10,892	Controller, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Logistics Director
1 (40 hr.)	7,667	9,020	10,373	Assistant Fire Marshal, Battalion Chief (Day), Chief of Staff, Public Affairs Chief, Public Education Chief Officer
1 (53 hr.)	7,517	8,844	10,171	Battalion Chief (Line)

30% width, Grades M1 (40hr) to M5 separated by 5%, Midpoint of Grade M1 calculated as 2.0% above 2013 Grade M1 Midpoint

Grade	Min	Mid	Max	Position
13	7,282	8,567	9,852	IT Manager
12	6,774	7,969	9,164	Construction Projects Manager, Financial Operations Manager
11	6,301	7,413	8,525	Facilities Operations Manager, Fleet Operations Manager, Human Resources Manager, Network Engineer, OHS Program Manager, Public Affairs Manager, Senior Database Administrator, Senior Systems Administrator
10	5,862	6,896	7,930	Emergency Management Program Manager, Management Analyst, Media Services Manager, Purchasing Manager/Contracts Administrator, Supply Manager
9	5,453	6,415	7,377	Communications Supervisor, Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator, Systems Administrator II
8	5,072	5,967	6,862	Financial Systems Analyst, HR Data Analyst, Media Producer, Nurse II, Program Planner, Public Affairs Officer, Systems Administrator
7	4,718	5,551	6,384	Communications Technician, Facilities Maintenance Technician (LME), Fleet Technician, Nurse, Senior Employment Coordinator
6	4,389	5,164	5,939	Facilities Maintenance Technician, Human Resources Generalist, Service Desk Specialist, Wellness Program Coordinator
5	4,083	4,804	5,525	EMS Specialist, Executive Assistant, Planning Specialist, Records Analyst, Supply Operations Supervisor
4	3,799	4,469	5,139	Accounting Specialist, Communications Program Assistant, EMS Assistant, Medical Assistant, OHS Program Assistant, Operations Technician, Senior Payroll Accounting Specialist
3	3,533	4,157	4,781	Apparatus Maintenance Assistant, Capital Construction Project Assistant, Facilities Maintenance Admin Specialist, Fleet Parts & Small Engine Technician, Human Resources Assistant, Lead Admin Assistant-Fire Prevention, Logistics Assistant, Training Division Specialist
2	3,287	3,867	4,447	Administrative Assistant II, Code Enforcement Program Assistant, Supply Specialist
1	3,057	3,597	4,137	Administrative Assistant, Customer Service Clerk, Fleet Utility Worker, Maintenance Utility Worker, Supply Assistant

30% width, Grades separated by 7.5%, Midpoint of Grade 1 calculated as 2.0% above 2013 Grade 1 Midpoint.

Salary Administration, continued

Bargaining Unit Employees Hourly and Monthly Wage Schedules (July 1, 2014 – December 31, 2014)

52-Hour (24-on/48-off) Schedule (Kelly shift 1 every 13 shifts). Based on Annual Hours 2,697.12 (Monthly 224.76 Pay Period 112.38)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	19.5503	22.8348	24.0233	25.2120	26.4789	27.8240
<i>Monthly</i>	<i>4,394.12</i>	<i>5,132.35</i>	<i>5,399.48</i>	<i>5,666.65</i>	<i>5,951.40</i>	<i>6,253.71</i>
Engineer	20.8796	24.3519	25.6187	26.9481	28.3088	29.6852
<i>Monthly</i>	<i>4,692.91</i>	<i>5,473.34</i>	<i>5,758.05</i>	<i>6,056.85</i>	<i>6,362.70</i>	<i>6,672.04</i>
Lieutenant	22.5063	26.2913	27.7145	29.0282	30.5611	32.0625
<i>Monthly</i>	<i>5,058.51</i>	<i>5,909.22</i>	<i>6,229.12</i>	<i>6,524.38</i>	<i>6,868.91</i>	<i>7,206.38</i>
Captain	24.8054	28.9501	30.4828	31.9999	33.6733	35.2844
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.9550	2.2835	2.4023	2.5212	2.6479	2.7824
<i>Monthly</i>	<i>439.41</i>	<i>513.23</i>	<i>539.95</i>	<i>566.66</i>	<i>595.14</i>	<i>625.37</i>
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.1730	1.3701	1.4414	1.5127	1.5887	1.6694
<i>Monthly</i>	<i>263.65</i>	<i>307.94</i>	<i>323.97</i>	<i>340.00</i>	<i>357.08</i>	<i>375.22</i>
Hazmat Tech (4%)	0.7820	0.9134	0.9609	1.0085	1.0592	1.1130
<i>Monthly</i>	<i>175.76</i>	<i>205.29</i>	<i>215.98</i>	<i>226.67</i>	<i>238.06</i>	<i>250.15</i>
FTO (3%)	0.5865	0.6850	0.7207	0.7564	0.7944	0.8347
<i>Monthly</i>	<i>131.82</i>	<i>153.97</i>	<i>161.98</i>	<i>170.00</i>	<i>178.54</i>	<i>187.61</i>
Internship FTO (1%)	0.1955	0.2283	0.2402	0.2521	0.2648	0.2782
<i>Monthly</i>	<i>43.94</i>	<i>51.32</i>	<i>53.99</i>	<i>56.67</i>	<i>59.51</i>	<i>62.54</i>

40-Hour Schedule

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	25.3497	29.6085	31.1497	32.6910	34.3337	36.0777
<i>Monthly</i>	<i>4,394.12</i>	<i>5,132.35</i>	<i>5,399.48</i>	<i>5,666.65</i>	<i>5,951.40</i>	<i>6,253.71</i>
Engineer	27.0734	31.5757	33.2183	34.9420	36.7064	38.4911
<i>Monthly</i>	<i>4,692.91</i>	<i>5,473.34</i>	<i>5,758.05</i>	<i>6,056.85</i>	<i>6,362.70</i>	<i>6,672.04</i>
Lieutenant	29.1826	34.0904	35.9358	37.6392	39.6268	41.5737
<i>Monthly</i>	<i>5,058.51</i>	<i>5,909.22</i>	<i>6,229.12</i>	<i>6,524.38</i>	<i>6,868.91</i>	<i>7,206.38</i>
Captain	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>
Fire Inspector			27.0734	31.5757	33.2183	34.9420
<i>Monthly</i>	<i>4,692.91</i>	<i>5,473.34</i>	<i>5,758.05</i>	<i>6,056.85</i>	<i>6,362.70</i>	<i>6,672.04</i>
Deputy Fire Marshal 1	29.1826	34.0904	35.9358	37.6392	39.6268	41.5737
<i>Monthly</i>	<i>5,058.51</i>	<i>5,909.22</i>	<i>6,229.12</i>	<i>6,524.38</i>	<i>6,868.91</i>	<i>7,206.38</i>
Deputy Fire Marshal 2	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>
HazMat Specialist	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>
Plans Examiner	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>
Training Officer	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.5350	2.9609	3.1150	3.2691	3.4334	3.6078
<i>Monthly</i>	<i>439.41</i>	<i>513.23</i>	<i>539.95</i>	<i>566.67</i>	<i>595.14</i>	<i>625.37</i>
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.5210	1.7765	1.8690	1.9615	2.0600	2.1647
<i>Monthly</i>	<i>263.65</i>	<i>307.94</i>	<i>323.97</i>	<i>340.00</i>	<i>357.08</i>	<i>375.22</i>
Hazmat Tech (4%)	1.0140	1.1843	1.2460	1.3076	1.3733	1.4431
<i>Monthly</i>	<i>175.76</i>	<i>205.29</i>	<i>215.98</i>	<i>226.67</i>	<i>238.06</i>	<i>250.15</i>
FTO (3%)	0.7605	0.8883	0.9345	0.9807	1.0300	1.0823
<i>Monthly</i>	<i>131.82</i>	<i>153.97</i>	<i>161.98</i>	<i>170.00</i>	<i>178.54</i>	<i>187.61</i>
Internship FTO (1%)	0.3216	0.3754	0.3953	0.4149	0.4366	0.4575
<i>Monthly</i>	<i>55.75</i>	<i>65.07</i>	<i>68.51</i>	<i>71.92</i>	<i>75.68</i>	<i>79.31</i>

Salary Administration, continued

Bargaining Unit Employees Hourly and Monthly Wage Schedules (January 1, 2015 – June 30, 2015)

52-Hour (24-on/48-off) Schedule (Kelly shift 1 every 10 shifts). Based on Annual Hours 2,629.68 (Monthly 219.14 Pay Period 109.57)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	20.0517	23.4204	24.6394	25.8586	27.1580	28.5375
<i>Monthly</i>	<i>4,394.12</i>	<i>5,132.35</i>	<i>5,399.48</i>	<i>5,666.65</i>	<i>5,951.40</i>	<i>6,253.71</i>
Engineer	21.4151	24.9764	26.2757	27.6392	29.0348	30.4465
<i>Monthly</i>	<i>4,692.91</i>	<i>5,473.34</i>	<i>5,758.05</i>	<i>6,056.85</i>	<i>6,362.70</i>	<i>6,672.04</i>
Lieutenant	23.0835	26.9655	28.4253	29.7727	31.3448	32.8848
<i>Monthly</i>	<i>5,058.51</i>	<i>5,909.22</i>	<i>6,229.12</i>	<i>6,524.38</i>	<i>6,868.91</i>	<i>7,206.38</i>
Captain	25.4415	29.6925	31.2646	32.8205	34.5369	36.1893
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.0052	2.3420	2.4639	2.5859	2.7158	2.8538
<i>Monthly</i>	<i>439.41</i>	<i>513.23</i>	<i>539.95</i>	<i>566.67</i>	<i>595.14</i>	<i>625.37</i>
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.2031	1.4052	1.4784	1.5515	1.6295	1.7123
<i>Monthly</i>	<i>263.65</i>	<i>307.94</i>	<i>323.97</i>	<i>340.00</i>	<i>357.08</i>	<i>375.22</i>
Hazmat Tech (4%)	0.8021	0.9368	0.9856	1.0343	1.0863	1.1415
<i>Monthly</i>	<i>175.76</i>	<i>205.29</i>	<i>215.98</i>	<i>226.67</i>	<i>238.06</i>	<i>250.15</i>
FTO (3%)	0.6016	0.7026	0.7392	0.7758	0.8147	0.8561
<i>Monthly</i>	<i>131.82</i>	<i>153.97</i>	<i>161.98</i>	<i>170.00</i>	<i>178.54</i>	<i>187.61</i>
Internship FTO (1%)	0.2005	0.2342	0.2464	0.2586	0.2716	0.2854
<i>Monthly</i>	<i>43.94</i>	<i>51.32</i>	<i>53.99</i>	<i>56.67</i>	<i>59.51</i>	<i>62.54</i>

40-Hour Schedule

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	25.3497	29.6085	31.1497	32.6910	34.3337	36.0777
<i>Monthly</i>	<i>4,394.12</i>	<i>5,132.35</i>	<i>5,399.48</i>	<i>5,666.65</i>	<i>5,951.40</i>	<i>6,253.71</i>
Engineer	27.0734	31.5757	33.2183	34.9420	36.7064	38.4911
<i>Monthly</i>	<i>4,692.91</i>	<i>5,473.34</i>	<i>5,758.05</i>	<i>6,056.85</i>	<i>6,362.70</i>	<i>6,672.04</i>
Lieutenant	29.1826	34.0904	35.9358	37.6392	39.6268	41.5737
<i>Monthly</i>	<i>5,058.51</i>	<i>5,909.22</i>	<i>6,229.12</i>	<i>6,524.38</i>	<i>6,868.91</i>	<i>7,206.38</i>
Captain	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>
Fire Inspector			27.0734	31.5757	33.2183	34.9420
<i>Monthly</i>	<i>4,692.91</i>	<i>5,473.34</i>	<i>5,758.05</i>	<i>6,056.85</i>	<i>6,362.70</i>	<i>6,672.04</i>
Deputy Fire Marshal 1	29.1826	34.0904	35.9358	37.6392	39.6268	41.5737
<i>Monthly</i>	<i>5,058.51</i>	<i>5,909.22</i>	<i>6,229.12</i>	<i>6,524.38</i>	<i>6,868.91</i>	<i>7,206.38</i>
Deputy Fire Marshal 2	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>
HazMat Specialist	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>
Plans Examiner	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>
Training Officer	32.1637	37.5379	39.5253	41.4924	43.6623	45.7512
<i>Monthly</i>	<i>5,575.26</i>	<i>6,506.81</i>	<i>6,851.32</i>	<i>7,192.29</i>	<i>7,568.42</i>	<i>7,930.52</i>

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.5350	2.9609	3.1150	3.2691	3.4334	3.6078
<i>Monthly</i>	<i>439.41</i>	<i>513.23</i>	<i>539.95</i>	<i>566.67</i>	<i>595.14</i>	<i>625.37</i>
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.5210	1.7765	1.8690	1.9615	2.0600	2.1647
<i>Monthly</i>	<i>263.65</i>	<i>307.94</i>	<i>323.97</i>	<i>340.00</i>	<i>357.08</i>	<i>375.22</i>
Hazmat Tech (4%)	1.0140	1.1843	1.2460	1.3076	1.3733	1.4431
<i>Monthly</i>	<i>175.76</i>	<i>205.29</i>	<i>215.98</i>	<i>226.67</i>	<i>238.06</i>	<i>250.15</i>
FTO (3%)	0.7605	0.8883	0.9345	0.9807	1.0300	1.0823
<i>Monthly</i>	<i>131.82</i>	<i>153.97</i>	<i>161.98</i>	<i>170.00</i>	<i>178.54</i>	<i>187.61</i>
Internship FTO (1%)	0.3216	0.3754	0.3953	0.4149	0.4366	0.4575
<i>Monthly</i>	<i>55.75</i>	<i>65.07</i>	<i>68.51</i>	<i>71.92</i>	<i>75.68</i>	<i>79.31</i>