

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 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 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.) 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. 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 Administration, continued

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.

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 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%

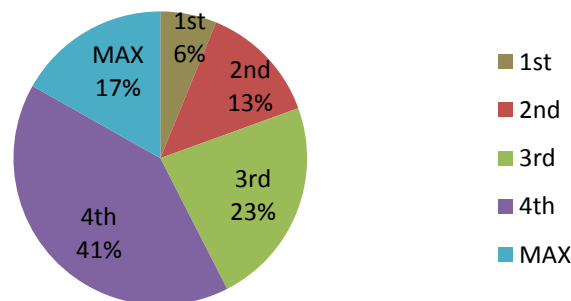
*Not to exceed range maximum

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-Union Staff Placement in Range By Quartile (As of June 30, 2013)



Salary Administration, continued

NON-REPRESENTED MANAGER MONTHLY SALARY GRADE CHART (JULY 1, 2013 – JUNE 30, 2014)

Grade	Min	Mid	Max	Position
5	9,136	10,748	12,360	Deputy Chief
4	8,701	10,236	11,771	Assistant Chief, Chief Financial Officer
3	8,287	9,749	11,211	
2	7,892	9,285	10,678	Controller, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Logistics Director, Planning Chief
1 (40 hr.)	7,517	8,843	10,169	Assistant Fire Marshal, Battalion Chief (Day), Public Affairs Chief, Public Education Chief Officer
1 (53 hr.)	7,370	8,671	9,972	Battalion Chief (Line)

30% width, Grades M1 (40hr) to M5 separated by 5%, Midpoint of Grade M1 calculated as 2.1% above 2012 Grade M1 Midpoint

NON-REPRESENTED ADMINISTRATION SUPPORT MONTHLY SALARY GRADE CHART (JULY 1, 2013 – JUNE 30, 2014)

Grade	Min	Mid	Max	Position
13	7,139	8,399	9,659	IT Manager
12	6,641	7,813	8,985	Construction Projects Manager, Financial Operations Manager
11	6,178	7,268	8,358	Facilities Operations Manager, Fleet Services Manager, Human Resources Manager, Network Engineer, OHS Program Manager, Public Affairs Manager, Senior Database Administrator, Senior Systems Administrator
10	5,747	6,761	7,775	Business Manager, Emergency Management Program Manager, Management Analyst, Media Services Manager, Purchasing Manager/Contracts Administrator, Supply Manager
9	5,346	6,289	7,232	Communications Supervisor, Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator, Systems Administrator II
8	4,973	5,850	6,728	Data Analyst, Financial Systems Analyst, HR Data Analyst, Media Producer, Nurse II, Program Planner, Public Affairs Officer, Systems Administrator
7	4,626	5,442	6,258	Communications Technician, Facilities Maintenance Lead Technician, Facilities Maintenance Technician (LME), Fleet Technician, Nurse, Senior Employment Coordinator
6	4,303	5,062	5,821	Facilities Maintenance Technician, Service Desk Specialist, Wellness Program Coordinator
5	4,003	4,709	5,415	EMS Specialist, Executive Assistant, GIS Specialist, Records Analyst, Supply Operations Supervisor
4	3,723	4,380	5,037	Accounting Specialist, Communications Program Assistant, OHS Program Assistant, Operations Technician, Senior Payroll Accounting Specialist
3	3,463	4,074	4,685	Apparatus Maintenance Assistant, Facilities Maintenance. Administrative Specialist, Fleet Parts & Small Engine Technician, Human Resources Assistant, Lead Administrative Assistant-Fire Prevention, Logistics Assistant, Respiratory and Emergency Equipment Technician, Response Aid Program Specialist, Training Division Specialist
2	3,222	3,790	4,359	Administrative Assistant II, Code Enforcement Program Assistant, Supply Specialist
1	2,997	3,526	4,055	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 2.1% above 2012 Grade 1 Midpoint.

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JULY 1, 2013 – JUNE 30, 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	19.4144	22.6760	23.8563	25.0368	26.2948	27.6305
Monthly	4,363.58	5,096.67	5,361.95	5,627.26	5,910.03	6,210.24
Engineer	20.7345	24.1826	25.4406	26.7608	28.1121	29.4788
Monthly	4,660.29	5,435.29	5,718.03	6,014.75	6,318.47	6,625.66
Lieutenant	22.3498	26.1085	27.5219	28.8264	30.3486	31.8397
Monthly	5,023.35	5,868.15	6,185.82	6,479.03	6,821.16	7,156.28
Captain	24.6330	28.7488	30.2709	31.7774	33.4393	35.0391
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.9414	2.2676	2.3856	2.5037	2.6295	2.7631
Monthly	436.36	509.67	536.19	562.73	591.00	621.02
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.1649	1.3606	1.4314	1.5022	1.5777	1.6578
Monthly	261.81	305.80	321.72	337.64	354.60	372.61
Hazmat Tech (4%)	0.7766	0.9070	0.9543	1.0015	1.0518	1.1052
Monthly	174.54	203.87	214.48	225.09	236.40	248.41
FTO (3%)	0.5824	0.6803	0.7157	0.7511	0.7888	0.8289
Monthly	130.91	152.90	160.86	168.82	177.30	186.31
Internship FTO (1%)	0.1941	0.2268	0.2386	0.2504	0.2629	0.2763
Monthly	43.64	50.97	53.62	56.27	59.10	62.10

40-HOUR SCHEDULE

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	25.1735	29.4027	30.9331	32.4637	34.0950	35.8269
Monthly	4,363.58	5,096.67	5,361.95	5,627.26	5,910.03	6,210.24
Engineer	26.8852	31.3562	32.9874	34.6991	36.4513	38.2235
Monthly	4,660.29	5,435.29	5,718.03	6,014.75	6,318.47	6,625.66
Lieutenant	28.9797	33.8534	35.6860	37.3776	39.3513	41.2847
Monthly	5,023.35	5,868.15	6,185.82	6,479.03	6,821.16	7,156.28
Captain	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39
Fire Inspector	Entry level Fire Inspector starts at 3 Year Pay			34.6991	36.4513	38.2235
Monthly				6,014.75	6,318.47	6,625.66
Deputy Fire Marshal 1	28.9797	33.8534	35.6860	37.3776	39.3513	41.2847
Monthly	5,023.35	5,868.15	6,185.82	6,479.03	6,821.16	7,156.28
Deputy Fire Marshal 2	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39
HazMat Specialist	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39
Plans Examiner	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39
Training Officer	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.5174	2.9403	3.0933	3.2464	3.4095	3.5827
Monthly	436.36	509.67	536.19	562.73	591.00	621.02
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.5104	1.7642	1.8560	1.9478	2.0457	2.1496
Monthly	261.81	305.80	321.72	337.64	354.60	372.61
Hazmat Tech (4%)	1.0069	1.1761	1.2373	1.2985	1.3638	1.4331
Monthly	174.54	203.87	214.48	225.09	236.40	248.41
FTO (3%)	0.7552	0.8821	0.9280	0.9739	1.0229	1.0748
Monthly	130.91	152.90	160.86	168.82	177.30	186.31
Internship FTO (1%)	0.3194	0.3728	0.3925	0.4120	0.4336	0.4543
Monthly	55.37	64.62	68.04	71.42	75.16	78.75

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