

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%. As of June 30, 2012, the pay range for line Battalion Chiefs working a 24/48 schedule is being analyzed and is not yet complete at budget printing. (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 by the District's Board of Directors at a monthly Board Meeting.

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.

PERFORMANCE MATRIX

Rating	Increase by Position in Range			
	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Exceptional Achievement	8%	7-8%	6-7%	5-6%*
Expectations Exceeded	6-7%	5-6%	4-5%	3-4%*
Valued Contributor	4-5%	3-4%	2-3%	2-3%*
Expectations Almost Attained	0%	0%	0%	0%
Below Expectations	0%	0%	0%	0%

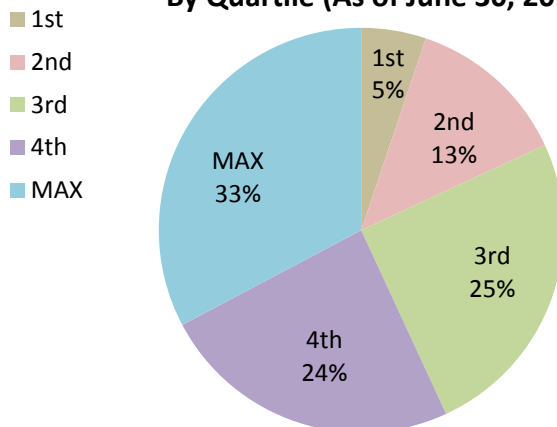
*Not to exceed range maximum

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.

**Nonunion Staff Placement in Range
By Quartile (As of June 30, 2012)**



Salary Administration, continued

NON-REPRESENTED MANAGER MONTHLY SALARY GRADE CHART (JULY 1, 2012 – JUNE 30, 2013)

Grade	Min	Mid	Max	Position
5	8,948	10,527	12,106	Deputy Chief
4	8,522	10,026	11,530	Assistant Chief, Chief Financial Officer
3	8,117	9,549	10,981	
2	7,730	9,094	10,458	Controller, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Logistics Director, Planning Chief
1	7,362	8,661	9,960	Assistant Fire Marshal, Battalion Chief (*), Public Education Chief Officer

* 30% width, Grades separated by 5%, Midpoint of Grade M1 calculated as 3.1% above 2011 Grade M1 Midpoint. Line Battalion Chief compensation has not been finalized as of June 30, 2012, but will not exceed this level.

NON-REPRESENTED ADMINISTRATION SUPPORT MONTHLY SALARY GRADE CHART (JULY 1, 2012 – JUNE 30, 2013)

Grade	Min	Mid	Max	Position
13	6,992	8,226	9,460	IT Manager
12	6,504	7,652	8,800	Construction Projects Manager, Financial Operations Manager
11	6,050	7,118	8,186	Facilities Operations Manager, Fleet Services Manager, Human Resources Manager, Network Engineer, OHS Program Manager, Senior Database Administrator, Senior Systems Administrator
10	5,628	6,621	7,614	Emergency Management. Program Manager, Management Analyst, Media Services Manager, Operations Business Manager, Partnership and Public Information Manager, Purchasing Manager/Contracts Administrator, Supply Manager
9	5,235	6,159	7,083	Communications Supervisor, Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator, Systems Administrator II
8	4,870	5,729	6,588	Data Analyst, Financial Systems Analyst, HR Data Analyst, Media Producer, Nurse II, Program Planner, Public Affairs Officer, Systems Administrator
7	4,530	5,329	6,128	Communications Technician, Executive Assistant, Facilities Maintenance Lead Technician, Facilities Maintenance Technician (LME), Fleet Technician, Nurse, Senior Employment Coordinator
6	4,213	4,957	5,701	Facilities Maintenance Technician, Service Desk Specialist II, Wellness Program Coordinator
5	3,919	4,611	5,303	Administrative Supervisor, EMS Specialist, GIS Specialist, Records Analyst, Supply Operations Supervisor
4	3,646	4,289	4,932	Accounting Specialist, Communications Program Assistant, OHS Program Assistant, Operations Technician, Service Desk Specialist
3	3,392	3,990	4,589	Apparatus Maintenance Assistant, Facilities Maintenance Administrative Specialist, Fleet Parts & Small Engine Technician, Human Resources Assistant, Lead Admin Assistant-Fire Prevention, Logistics Assistant, Respiratory and Emergency Equipment Technician, Response Aid Program Specialist
2	3,155	3,712	4,269	Accounting Assistant, Administrative Assistant II, Code Enforcement Program Assistant, Supply Specialist
1	2,935	3,453	3,971	Administrative Assistant, Maintenance Utility Worker, Supply Assistant, Supply Driver

30% width, Grades separated by 7.5%, Midpoint of Grade 1 calculated as 3.1% above 2011 Grade 1 Midpoint.

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JULY 1, 2012 – DECEMBER 31, 2012)

53-HOUR (24-ON/48-OFF) SCHEDULE (Kelly shift 1 every 16 shifts). Based on Annual Hours 2,739.38 (Monthly 228.28 Pay Period 114.14)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	18.5365	21.6507	22.7776	23.9046	25.1058	26.3811
Monthly	4,231.51	4,942.42	5,199.67	5,456.95	5,731.16	6,022.29
Engineer	19.7969	23.0891	24.2902	25.5507	26.8409	28.1458
Monthly	4,519.24	5,270.79	5,544.97	5,832.71	6,127.24	6,425.13
Lieutenant	21.3392	24.9279	26.2774	27.5229	28.9763	30.3999
Monthly	4,871.31	5,690.54	5,998.60	6,282.94	6,614.71	6,939.70
Captain	23.5191	27.4488	28.9021	30.3405	31.9272	33.4547
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.8537	2.1651	2.2778	2.3905	2.5106	2.6381
Monthly	423.15	494.24	519.97	545.69	573.12	602.23
Hazmat Spec (6%)	1.1122	1.2990	1.3667	1.4343	1.5063	1.5829
Tech Rescue (6%)	1.1122	1.2990	1.3667	1.4343	1.5063	1.5829
Water Rescue (6%)	1.1122	1.2990	1.3667	1.4343	1.5063	1.5829
Monthly	253.89	296.54	311.98	327.42	343.87	361.34
Hazmat Tech (4%)	0.7415	0.8660	0.9111	0.9562	1.0042	1.0552
Monthly	169.26	197.70	207.99	218.28	229.25	240.89
FTO (3%)	0.5561	0.6495	0.6833	0.7171	0.7532	0.7914
Monthly	126.95	148.27	155.99	163.71	171.93	180.67

40-HOUR SCHEDULE

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	24.4116	28.5128	29.9969	31.4812	33.0631	34.7426
Monthly	4,231.51	4,942.42	5,199.67	5,456.95	5,731.16	6,022.29
Engineer	26.0715	30.4072	31.9890	33.6489	35.3481	37.0666
Monthly	4,519.24	5,270.79	5,544.97	5,832.71	6,127.24	6,425.13
Lieutenant	28.1027	32.8288	34.6060	36.2463	38.1603	40.0352
Monthly	4,871.31	5,690.54	5,998.60	6,282.94	6,614.71	6,939.70
Captain	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04
Fire Inspector	Entry level Fire Inspector starts at 3 Year Pay Step			33.6489	35,3481	37,0666
Monthly				5,832.71	6,127.24	6,425.13
Deputy Fire Marshal 1	28.1027	32.8288	34.6060	36.2463	38.1603	40.0352
Monthly	4,871.31	5,690.54	5,998.60	6,282.94	6,614.71	6,939.70
Deputy Fire Marshal 2	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04
HazMat Specialist	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04
Plans Examiner	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04
Training Officer	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.4412	2.8513	2.9997	3.1481	3.3063	3.4743
Monthly	423.15	494.24	519.97	545.69	573.12	602.23
Hazmat Spec (6%)	1.4647	1.7108	1.7998	1.8889	1.9838	2.0846
Tech Rescue (6%)	1.4647	1.7108	1.7998	1.8889	1.9838	2.0846
Water Rescue (6%)	1.4647	1.7108	1.7998	1.8889	1.9838	2.0846
Monthly	253.89	296.54	311.98	327.42	343.87	361.34
Hazmat Tech (4%)	0.9765	1.1405	1.1999	1.2592	1.3225	1.3897
Monthly	169.26	197.70	207.99	218.28	229.25	240.89
FTO (3%)	0.7323	0.8554	0.8999	0.9444	0.9919	1.0423
Monthly	126.95	148.27	155.99	163.71	171.93	180.67

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JANUARY 1, 2013 – JUNE 30, 2013)

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) Monthly amounts calculated as 1% above July 1, 2012 amounts

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	19.0151	22.2096	23.3657	24.5218	25.7540	27.0622
Monthly	4,273.83	4,991.84	5,251.66	5,511.52	5,788.47	6,082.51
Engineer	20.3080	23.6853	24.9173	26.2103	27.5338	28.8725
Monthly	4,564.43	5,323.50	5,600.42	5,891.03	6,188.51	6,489.38
Lieutenant	21.8901	25.5715	26.9558	28.2335	29.7244	31.1848
Monthly	4,920.03	5,747.45	6,058.59	6,345.77	6,680.86	7,009.09
Captain	24.1263	28.1575	29.6483	31.1238	32.7515	34.3184
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.9015	2.2210	2.3366	2.4522	2.5754	2.7062
Monthly	427.38	499.18	525.17	551.15	578.85	608.25
Hazmat Spec (6%)	1.1409	1.3326	1.4019	1.4713	1.5452	1.6237
Tech Rescue (6%)	1.1409	1.3326	1.4019	1.4713	1.5452	1.6237
Water Rescue (6%)	1.1409	1.3326	1.4019	1.4713	1.5452	1.6237
Monthly	256.43	299.51	315.10	330.69	347.31	364.95
Hazmat Tech (4%)	0.7606	0.8884	0.9346	0.9809	1.0302	1.0825
Monthly	170.95	199.67	210.07	220.46	231.54	243.30
FTO (3%)	0.5705	0.6663	0.7010	0.7357	0.7726	0.8119
Monthly	128.21	149.76	157.55	165.35	173.65	182.48
Internship FTO (1%)	0.1902	0.2221	0.2337	0.2452	0.2575	0.2706
Monthly	42.74	49.92	52.52	55.12	57.88	60.83

40-HOUR SCHEDULE

BASED ON ANNUAL HOURS 2,080 (MONTHLY 173.34, PAY PERIOD 86.67)

Monthly amounts calculated as 1% above July 1, 2012 amounts

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	24.6558	28.7980	30.2969	31.7960	33.3937	35.0901
Monthly	4,273.83	4,991.84	5,251.66	5,511.52	5,788.47	6,082.51
Engineer	26.3323	30.7113	32.3089	33.9854	35.7016	37.4373
Monthly	4,564.43	5,323.50	5,600.42	5,891.03	6,188.51	6,489.38
Lieutenant	28.3837	33.1571	34.9520	36.6088	38.5419	40.4355
Monthly	4,920.03	5,747.45	6,058.59	6,345.77	6,680.86	7,009.09
Captain	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41
Fire Inspector	Entry level Fire Inspector starts at 3 Year Pay Step			33.9854	35.7016	37.4373
Monthly				5,891.03	6,188.51	6,489.38
Deputy Fire Marshal 1	28.3837	33.1571	34.9520	36.6088	38.5419	40.4355
Monthly	4,920.03	5,747.45	6,058.59	6,345.77	6,680.86	7,009.09
Deputy Fire Marshal 2	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41
HazMat Specialist	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41
Plans Examiner	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41
Training Officer	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.4656	2.8798	3.0297	3.1796	3.3394	3.5090
Monthly	427.38	499.18	525.17	551.15	578.85	608.25
Hazmat Spec (6%)	1.4793	1.7279	1.8178	1.9078	2.0036	2.1054
Tech Rescue (6%)	1.4793	1.7279	1.8178	1.9078	2.0036	2.1054
Water Rescue (6%)	1.4793	1.7279	1.8178	1.9078	2.0036	2.1054
Monthly	256.43	299.51	315.10	330.69	347.31	364.95
Hazmat Tech (4%)	0.9862	1.1519	1.2119	1.2718	1.3357	1.4036
Monthly	170.95	199.67	210.07	220.46	231.54	243.30
FTO (3%)	0.7397	0.8639	0.9089	0.9539	1.0018	1.0527
Monthly	128.21	149.76	157.55	165.35	173.65	182.48