

**COURT ORDER
2019-0583**



Salary Equity Adjustment Pay Plan

On a motion made by Commissioner John Wiley Price, District 3, and seconded by Commissioner Dr. Elba Garcia, District 4, the following order was passed and adopted by the Commissioners Court of Dallas County, State of Texas:

BRIEFING DATE: 6/4/2019
FUNDING SOURCE: General

Be it resolved and ordered that the Dallas County Commissioners Court does hereby approve the Human Resources/Civil Service Department's recommendation for the initial implementation of the Salary Equity Adjustment Plan effective July 1, 2019 and subsequent adjustments in accordance with the Salary Equity Adjustment Plan Sub-Section 82-992 will occur in January of the effective year.

Done in open court June 4, 2019, by the following vote:

IN FAVOR: Honorable Clay Lewis Jenkins, County Judge
Commissioner Dr. Theresa M. Daniel, District 1
Commissioner J.J. Koch, District 2
Commissioner John Wiley Price, District 3
Commissioner Dr. Elba Garcia, District 4

OPPOSED: None
ABSTAINED: None
ABSENT: None

Recommended by: Robert B. Wilson
Originating Department: Human Resources

COMMISSIONERS COURT BRIEFING



DATE: 6/4/2019

SUBMITTING DEPARTMENT: Human Resources

THROUGH:

SUBJECT: Salary Equity Adjustment Pay Plan

BACKGROUND:

Over the years, the HR department has continuously been contacted by Elected Officials, Department Heads and tenured employees with issues and concerns related to internal pay equity. The issue involves employees hired at or around the minimum of the salary range based on their minimal education/experience at time of hire. Throughout the years, these employees have gained additional education/experience in the same job and have been given structure increases and little to no merit throughout their tenure; therefore, they are still at or around the minimum of the salary range. New hires with the same education/experience as these now tenured employees are able to be hired in at a higher salary than these seasoned employees who now have additional years of experience with Dallas County.

An example follows:

Example: Jane Doe with HS and no experience was hired as a Clerk I, grade 05, three years ago (January 2017) and given the minimum of the salary range of \$11.77, in compliance with the Compensation policy. Due to two structure increases (2018 and 2019), Jane's current salary is \$13.33 (a 13% increase in pay); however, she is still at the minimum of the salary range for job grade 05 with three years tenure with Dallas County. In 2019, John Doe is being on-boarded as a new hire with a high school (HS) diploma and three (3) years' experience, gained prior to Dallas County. John Doe qualifies for \$16.35 per hour under the most recent salary structure, although they have the same amount of experience. Why? Because Dallas County currently does not have any mechanism in place to address this pay inequity issue for seasoned tenured employees.

In FY2007, Commissioner Court approve an internal equity adjustment up to maximum-in-hire for tenured employee to maintain competitiveness with new hires. However, this was a temporary not a permanent fix. The Budget Office and the HR department is requesting that a permanent solution be approved by Commissioners Court to address this issue presently and in the future. This should be a top priority for Dallas County in FY2020 and is one of the Dallas County's Administrative Plan Objectives.

If this strategy is approved by Commissioners Court, for Civilians, approximately 850 employees will be affected. The Human Resources Department has conducted a cost analysis which resulted in a cost of \$4.3 million to bring the eligible Civilian employees to maximum-in-hire. Based on the Law Enforcement survey results conducted in FY2019, all grades are at or above

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|------------------------|-----------------|-----------------------------------|------------------|
| RECOMMENDED BY: | Human Resources | PREPARED BY: | Shirley Johnson |
| | | APPROVED BY DEPT HEAD: | Robert B. Wilson |

Dallas County's Compensation Philosophy (P50-15%). Based on the results of the survey, the recommendation would be not to include Law Enforcement in the FY2020 Salary Equity Adjustment. The Law Enforcement did lose steps during the time no increases were given. However; Law Enforcement is still within Dallas County's Compensation Philosophy (target).

Permanent Solution Internal Pay Equity Issue

The Internal Equity Policy will outline the details and administration of the plan and will provide guidance in addressing future equity problems. In summary, this policy allows employees who have gained additional experience and or education while employed at Dallas County to be eligible for review for salary adjustment up to maximum-in-hire while employed in the same position. No outside experience is eligible for consideration. It is recommended that budget allocations be approved every other year (FY2022, FY2024, etc.) after implementing the Salary Equity Adjustment Pay Plan Policy beginning FY2020. The salary equity adjustment increases are not meant to replace or supplement merit or structure increases nor should it be given solely on the basis of performance or increased workload. Therefore, the HR Department respectfully submits the attached Internal Pay Equity Policy Chapter 82, Section 82-992 et al for approval and inclusion in the Dallas County Code.

OPERATIONAL IMPACT:

The proposed policy will affect approximately 850 Civilian employees. By Addressing the internal equity concerns, Dallas County will be able to:

Retain its current employees by demonstrating to employees that Dallas County is committed to carrying out its Strategic Goal 1.5: Maintain a Strong, Motivated Dallas County Workforce; Motivate employees because they can see that as positive financial changes occur in the County, they are able to share in those positive changes.

FINANCIAL IMPACT:

\$4.3M (include all salary schedules)

LEGAL IMPACT:

The Civil Section of the District Attorney's Office will review the policy.

PROJECT SCHEDULE:

NA

SBE PARTICIPATION:

NA

ADMINISTRATIVE PLAN COMPLIANCE:

The County's Administrative Plan recommends that the County become operationally a model governmental entity. The creation of this policy support this model and are consistent with this vision to include providing accountable governance to Dallas County.

RECOMMENDATION:

The Human Resources/Civil Service Department recommend the creation of this policy and respectfully submit to Commissioners Court for consideration and/or approval as outlined on the attached and if approved for immediate inclusion into the Dallas County Code.

DIVISION 5. SALARY EQUITY ADJUSTMENT PAY PLAN

82-992. Definition

Salary Equity Adjustments are salary changes up to maximum-in-hire (based on the employee's qualification and tenured experience at Dallas County) that is outside the other normal salary programs such as promotions, reclassifications, lateral transfers, etc. Salary Equity Adjustments are used to correct inappropriate salary differences between employees. Salary Equity Adjustment increases are not meant to replace or supplement merit and structure increases, nor are they given solely on the basis of performance or increased workload. **Salary Equity Adjustments reviews and increases are not an entitlement of the employee nor are they a requirement by the County.**

82-993. Purpose:

The purpose of this policy is to:

- (1) To correct internal salary disparities between employees in the same department, job title and job grade with equivalent experience.

For example: The minimum requirement for a Clerk I, job grade 05 is a High School Diploma and zero (0) years' of experience for minimum-in-hire salary and three (3) years' experience for maximum-in-hire salary.

Jane Doe was hired three (3) years ago as a Clerk I, job grade 05. She has a High School Diploma and no experience. She qualified for the minimum of the salary range, in compliance with the Compensation policy. Currently Jane Doe has three years' experience.

John Doe was recently hired as a Clerk I, job grade 05. He has a High School Diploma and three (3) years of work experience. John Doe qualifies for maximum-in-hire salary.

Under this policy, the HR Department will re-review Jane Doe's qualifications and will award her three (3) years of work experience and any additional education obtained while employed at Dallas County to bring her to the maximum in hire salary matching John Doe's salary.

- (2) To correct an unacceptable salary inequity between an employee's salary and the average salary of similar positions in the market when it has been determined that the position(s) is/are not able to be filled at the current pay rate (hard-to-fill positions). Salary Equity Adjustment for these "hard-to-fill" positions can be administered at any time with approval from Commissioners Court.

82-994 Eligibility Requirements

To be eligible for an equity increase, an employee must meet the following criteria:

- (1) Be a full time employee.
- (2) Be on active pay status.
- (3) Have been employed a minimum of two (2) years with Dallas County in their current position.
- (4) Salary does not exceed maximum-in-hire.
- (5) Experience accepted must be obtained as an employee with Dallas County.
- (6) Education must be obtained from an accredited institution (College, University, Trade School, Technical Certification, etc.).
- (7) Granted only every even year if approved by Commissioner Court beginning FY2020.

Exclusions for the equity increase:

- (8) Salary exceeds maximum-in-hire.
- (9) Must not have been given a disciplinary action within the last 12 months that resulted in a loss of pay (i.e. suspension, demotion, etc.).

82-995 Salary Administration/Determination

- (1) During the budget process for FY2020 and every two years thereafter (FY2022, 2024, etc.) and if approved by Commissioner Court, the HR/Civil Service Department will review employees who are below maximum-in-hire for additional experience and education obtained while employed with Dallas County to determine their salary equity adjustment eligibility.
- (2) Documentation (i.e. college transcript, licensing, etc.) for eligible employees must be submitted by the department and received in HR on/before September 30th prior to the upcoming Fiscal Year.
- (3) HR will determine the salary equity pay amount based on the employee's qualifications earned on/before September 30th.
- (4) Salary Equity Adjustment payout will occur in January of the Fiscal Year, allowing ample time for review and processing.
- (5) Materials received after September 30th will not be reviewed or considered.