



City of Brunswick – Human Resources Standards of Practice

SECTION 6

CLASSIFICATION AND PAY PLAN

- 6.1 Position Classification Plan
- 6.2 Pay Plan



City of Brunswick – Human Resources Standards of Practice

SUBJECT: 6.1 Position Classification Plan

EFFECTIVE DATE: 8/23/99

DATE REVISED: 1/5/2000

STANDARD

Positions shall be grouped by job title and allocated to a pay grade and pay range based on job duties and functions which are approximately equal in complexity, difficulty, level of responsibility, and other job-related factors. The position classification plan provides a complete inventory of all regular positions in the classified service of the City. Appointed positions which do not fall within the position classification plan are City Manager, City Clerk, City Attorney, and Municipal Court Judge.

PRACTICE GUIDELINES

1. ***Job Descriptions:*** A job description shall be created for each job class. It forms the foundation for classification of the position, for recruiting efforts, performance expectations, and training needs.
 - A. The job description shall document the general purpose of the job, essential job duties, tasks and responsibilities, and other related job duties, tasks, and responsibilities. The job description shall also contain an inventory of the knowledge, skills, abilities, and other characteristics necessary for satisfactory performance of the job. Finally, the job description shall contain documentation of the required training, education, and experience necessary for minimally qualified employees. Desired qualifications may also be stated. Job descriptions are to be interpreted in their entirety in relationship to others in the classification plan. Job descriptions are descriptive and explanatory of the kind of work performed and are not necessarily inclusive of all duties performed. They provide examples of work to be performed by employees in this job classification. The job description is subject to change at any time and employees in the job class will be advised should the job duties or requirements substantially change.
 - B. The Human Resources Director shall be responsible for maintaining an official copy of each Job Description. Changes to the job description may be made by the Human Resources Director with the concurrence of affected Department Heads and

with the approval of the City Manager. Employees may also request that changes be made to the job description. Such requests should be submitted to the immediate supervisor. The Human Resources Director shall conduct a review and make a recommendation to the Department Head and City Manager. Each employee shall be provided a copy of his/her job description at the time of hire, movement to a new position, or when the description substantially changes.

2. ***Job Classification:*** Positions shall be grouped into job classifications with job titles reflecting the primary function of the position. Job classifications shall be assigned or allocated to appropriate levels of pay based on the results of a job analysis. The job analysis will identify such factors as the complexity, difficulty, level and scope of responsibility, consequence of error, working conditions, and required training, education, and experience for the job. ***Note*** that a “position” is defined as a single budgeted “slot” which is filled by one person. A “job” is defined as a group of duties, tasks, and responsibilities identified by a job title, such as an “Administrative Secretary”, or an “Equipment Operator I”. The organization may have budgeted more than one Administrative Secretary or Equipment Operator I position.
3. ***Use of Job Classifications and Job Titles:*** Standard Job Classification Titles (often called class titles or job titles) are to be used in all personnel, accounting, budget appropriation, and financial records. No person will be appointed to or employed in a position covered by the Pay and Position Classification Plan under a title not included in the Position Classification Plan. Working titles, different from official Job Classification Titles may be used in the course of departmental routine to indicate authority, status in the organization, administrative rank, or to clarify operations.
4. ***Use of Position Classification Plan:*** The Classification Plan is an integral part of the organization’s Human Resources Management Program. It is used in determining lines of promotion, in developing employee training programs, in determining salary to be paid for various types of work, in determining personnel service items in departmental budgets, and in providing uniform job terminology understandable by all City officials and employees and by the general public.
5. ***Administration and Maintenance of the Classification Plan:***
 - A. The City Manager shall be responsible for the general administration and maintenance of the Position Classification Plan, including job descriptions. The City Manager shall approve changes and notify the Board of Commissioners.
 - B. The Human Resources Director shall be responsible to the City Manager for the daily

administration and maintenance of the Plan. The HR Director will review at least one-third of the job classifications each year to ensure that employees are properly classified. The HR Director shall discuss findings with the Department Head and recommend changes to the City Manager.

C. Department heads shall be responsible for bringing to the attention of the Human Resources Director material changes in the nature of duties, responsibilities, working conditions, or other factors affecting the classification of any existing position.

D. Requests for Reclassification:

1.) Department Heads may request that the Human Resources Director review the classification of any position. This should occur when Department Heads believe the duties and responsibilities have changed substantially such that the position has become more or less complex, difficult, or carries a lesser or greater level of responsibility. Following the receipt of such information, the Human Resources Director shall conduct a job analysis and report findings and recommendations to the City Manager.

2.) An employee who considers his/her position to be improperly classified will first submit a request for reclassification to the immediate supervisor. The appropriate Department Head will then review the request, and if the Department Head finds merit in the request, the Department Head will immediately transmit the recommendation to the Human Resources Director. If it is found that the request is not justified, the Department Head will so advise the employee of this decision and also of the employee's options for further action. If the employee is dissatisfied with the outcome, he/she may request further review by the Human Resources Director.

3.) When a new position is established or the duties of an existing position change, Department Heads will submit in writing a comprehensive job description outlining in detail the duties of the position. The Human Resources Director will conduct a job analysis and make the appropriate class allocation or recommend to the City Manager the establishment of a new class.

4.) Every effort will be made to conduct job analyses only on positions which are filled. Should a vacancy be anticipated in conjunction with a request for reclassification, the Department Head must plan accordingly so that the job analysis may be conducted with the incumbent's participation.

6. ***Availability of the Classification Plan:*** A copy of the official Position Classification Plan shall be available for inspection by the public under reasonable conditions during business hours.



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SUBJECT: 6.2 Pay Plan

EFFECTIVE DATE: 8/23/99

DATE REVISED: 1/5/2000; 8/2/2000; 8/21/02
4/2/03, 8/6/03; 11/05/03

STANDARD

PRACTICE GUIDELINES

1. ***Pay Structure:*** The Pay Structure forms the foundation for the Pay Plan and is considered a part of the Pay Plan. The pay structure contains any number of pay grades necessary to accommodate all job classes and positions in the organization. The Pay Structure contains minimum pay rates, midpoint pay rates, and maximum pay rates for any given grade.
2. ***Payment Within the Pay Range:*** All employees covered by the Pay Plan shall be paid at a rate within the pay range established for the respective job classifications except as described below.
 - A. **Salary of a Trainee:** An employee who does not meet all of the established qualifications for a position may be appointed with the approval of the City Manager at a "training" salary no more than 10% below the minimum salary established for the class. The employee shall continue to receive a reduced salary during the introductory employment period until the appointing Department Head, with the approval of the City Manager, shall determine that the trainee is qualified to assume the full responsibilities of the position, and is moved to a rate in the salary range established for the position. If the trainee does not become qualified during the introductory employment period, he/she shall be removed from the position.
 - B. **Red-Circled Rates:** Pay rates of individual employees who, because of long service, have exceeded the pay range maximum will be "red circled" until such time as adjustments to the pay range are made so that employees' pay falls within the pay

range. To be “red circled” means that pay of the individual employee is “grandfathered” until the employee leaves the position, i.e. the pay plan does not require the “red circled” employees’ pay to be reduced to fit the maximum normally allowed for the grade. When the position is filled with a new incumbent, pay is to be set within the normal range for the grade. “Red circled” pay rates are typically frozen, however, special accommodations may be made for such employees so that their performance and service may continue to be recognized with periodic pay increases. (See also “Salary Increase Maximum”.)

3. **Hiring Range:** New employees, promoted and transferred employees shall be paid at a rate within the Hiring Range. The Hiring Range is the first third of the pay range. It is expected that individuals who meet the minimum qualifications for the position will be hired at the Minimum pay rate of the pay range. However, individuals hired or promoted may be paid more than the minimum under certain circumstances.
 - A. When the candidate’s pertinent training, education, or experience significantly exceeds the minimum qualifications, the individual may be paid at appropriate increments within the hiring range. The recommending Department Head shall provide supporting documentation indicating what training, education, or experience warrants the additional pay. Consideration will be given to the rates paid to current employees in similar positions, so as to preserve internal equity.
 - B. When the City Manager shall determine that there has been a demonstrated inability to recruit within the Hiring Range or that an applicant possesses exceptional qualifications (e.g. experience substantially above and beyond that which is required in the official job description for a position), the City Manager may authorize the employment of an applicant at a higher rate than the Hiring Range. No employee shall be offered a rate above the Hiring Range without review of the Human Resources Director and approval of the City Manager.
4. **Payment Within the Range:** Except for employees whose pay rates are “red circled” and those hired in a “trainee” status, payment shall be within the pay range.
5. **Pay for Performance:** When funds are available, employees shall be recognized for having met or exceeded established performance standards. The funding level, if any, for performance-based increases, shall be decided annually, and this Pay Plan is not intended to create a property right, promise, or contract, or expectation of funding for any performance-based increase, raise, or pay adjustment.
 - A. The City shall maintain an active Employee Performance Evaluation Program and all performance-based increases shall be awarded in accordance with the Program.

The Department Head shall review all performance evaluations and recommend to the City Manager the employees to receive Pay for Performance. The performance evaluation(s) shall accompany the recommendation and be made a part of the employee(s) official Personnel File.

B. Guidelines for performance-based pay increases shall be recommended annually by the Human Resources Director and approved by the City Manager, commensurate with fund availability. The amount of performance-based increases shall differentiate between performers who are rated at various levels of performance.

6. ***Salary of a Reclassified Employee:*** An employee whose position is reclassified to a different job classification in the next higher pay grade and pay range shall receive an increase of 5% or an increase to the minimum of the new pay range, whichever is greater. If the reclassification results in a difference of more than one pay grade, the position shall have pay adjusted such that internal equity is maintained with others in the new pay grade, however, the increase shall be no less than 5% or the new minimum. In no case shall the salary exceed the maximum for the new range. An employee whose position is reclassified to a job class having a lower pay grade and pay range may receive a reduction in salary as a result of the reclassification based on a change in job duties. Where the reclassification results in a difference of one pay grade, pay shall be reduced by 5% or other appropriate rate based on internal equity, however pay shall not exceed the new maximum. Where the reclassification results in a difference of more than one pay grade, an appropriate adjustment will be made considering internal equity, similarly situated employees, and the best interests of the employee and the organization. Care will be taken to avoid adverse impact on other employees.

7. ***Affect of an Upgrade or Downgrade:*** Note that a change in grade (up or down) may not necessarily affect the position title. Where the grade changes but the title remains the same, such a transaction is called an upgrade or downgrade. (A reclassification indicates that the title, as well as the pay grade in some cases, is changed.)

A. A classification of positions (e.g. all Secretaries) may be upgraded (moved) from a lower pay grade to a higher pay grade when market comparisons, internal comparisons, or other factors indicate that the class, as a whole, is not competitively compensated. (Note: A class of positions may include one or several positions.) Employees whose positions are upgraded by one pay grade shall have pay increased by 5% or to the new minimum, whichever is greater. Employees whose positions are upgraded by more than one pay grade shall have pay adjusted such that internal equity is maintained with others in the new pay grade, however, the increase shall be no less than 5% or the new minimum.

B. A class of positions (e.g. all Secretaries) may be **downgraded** (moved) from a higher pay grade to a lower pay grade when job-related or market factors indicate that the class, as a whole, is not equitably compensated. (Note: A class of positions may include one or several positions.) Employees whose positions are downgraded by one pay grade shall have pay reduced by 5% or other appropriate rate based on internal equity, however pay shall not exceed the new maximum. Employees whose positions are downgraded by more than one pay grade shall have pay adjusted such that internal equity is maintained with others in the new pay grade, however, the decrease shall be no less than 5%. Pay shall not exceed the new pay grade maximum.

8. **Salary of a Promoted Employee:** Promotion means that an employee has moved from a position in a lower pay grade to a position, previously vacant, which is in a higher pay grade within the Pay Plan. An employee promoted to a position in a class having a higher pay grade and pay range may receive an increase such that the new salary will be within the Hiring Range of the new position. In exceptional cases upon recommendation of the Department Head, review by the Human Resources Director, and approval of the City Manager, a greater increase may be awarded. However, in no case shall the salary exceed the maximum established for the range. Supporting documentation must be provided indicating the job-related or market-related reasons for the increase.

9. **Salary of a Demoted Employee:**

A. **Voluntary Demotion:** An employee who voluntarily chooses to accept a demotion will receive a salary reduction. The salary will generally be reduced to an amount which represents the same relative placement within the new pay grade as in the former pay grade. For example, if the employee's former salary was at the midpoint of the former pay grade, the new salary shall be placed at the midpoint of the new pay grade contingent upon fund availability. Exceptions may occur where an individual's pertinent training, education, or experience significantly exceed the minimum qualifications documented and posted for the position. In this case, the guidelines governing use of the Hiring Range shall apply. Such exceptions must be documented, reviewed by the Human Resources Director, and approved by the City Manager.

B. **Unsuccessful Introductory employment period Following Promotion.** If an employee fails to successfully complete the introductory employment period following promotion, the employee may request a voluntary demotion to the former position or to a position in the same class if a vacancy exists. The employee's salary will be reduced to the former rate of pay, including any merit increases that would

have been awarded during the period based on documented performance evaluations, contingent upon fund availability. Such a demotion must occur within the introductory employment period.

- C. **Disciplinary Demotion**: An employee may be demoted for failure of personal conduct or failure of job performance with a loss in pay. The salary will be reduced to an amount which represents the same relative placement within the new pay grade as in the former pay grade. For example, if the employee's former salary was at the midpoint of the former pay grade, the new salary shall be placed at the midpoint of the new pay grade contingent upon fund availability. Exceptions may occur where an individual's pertinent training, education, or experience significantly exceed the minimum qualifications documented and posted for the position. In this case, the guidelines governing use of the Hiring Range shall apply. Such exceptions must be documented, reviewed by the Human Resources Director, and approved by the City Manager.

10. ***Salary Reduction Within Pay Grade***: An employee may receive a salary reduction within the same pay grade for disciplinary reasons as stated above. Salary will be reduced by no more than 10%, however, in no case shall the salary be below the pay grade minimum.
11. ***Salary of a Transferred Employee***: The salary of an employee reassigned to a position in the same job class or to a position in a different job class with the same pay grade and range shall generally not be changed by the reassignment. Exceptions may occur where an individual's pertinent training, education, or experience significantly exceed the minimum qualifications documented and posted for the position. In this case, the guidelines governing use of the Hiring Range shall apply. Such exceptions must be thoroughly documented and approved by the City Manager.
12. ***Salary of a Part-time Employee***: An employee appointed for less than full-time service, whether a regular employee, temporary, seasonal, or itinerant shall be paid at a rate determined by converting the established annual salary of the position into an hourly rate.
13. ***Other Pay Adjustments or Increases***:
A. **Completion of Introductory employment period**
Upon completion of the introductory employment period, supervisors may recommend pay adjustments in recognition of performance which exceeds the established standards. Recommendations shall be supported with documented performance evaluations including specific descriptions of achievements and contributions to the organization which warrant special monetary recognition.

B. Special Achievement

Department Heads may recommend a one-time bonus annually based on special achievement. Requests should be supported by documentation describing the special achievement and why the employee should be so recognized. Consideration will be given to the job-relatedness of the achievement and how it exemplifies excellence in City government. Bonus amounts shall be at the discretion of the City Manager. Bonus amounts do not increase base salary.

C. Certification Pay

Employees may receive an increase for certain State-mandated certifications, required by the job, but not required at the time of hire. Such certifications may be in place at the time of hire or may be required at some point after hiring. Such required certifications shall be documented in the official job description. When the employee receives such certification, he/she is eligible for a pay increase. The employee must have received a documented satisfactory performance evaluation immediately preceding the certification and must be recommended by the Department Head.

Eligible Certifications

Position	Certification	Pay Increase %
Police Officer	Certified Peace Officer	5
Firefighter	Basic Firefighter	5
Water/Wastewater Operators I, II, III, Beltpress Operator and other positions as defined below*	Public Water Supply System Operator Class I, II, III, IV)	5
	Water Distribution System Operator	5
	Biological Wastewater Treatment System Operator (class I, II, III, IV)	5
	Wastewater Collection System Operator	5
	Water Laboratory Analyst	5
Wastewater Laboratory Analyst	Wastewater Laboratory Analyst	5
Cross Connection Control Spec	Backflow Prevention	5

*position occupied by any person who is involved in decision-making regarding the operation of a water distribution or collection system, and who demonstrates that they have direct responsibility, accountability and commensurate knowledge of the system, and as approved by the State Licensing Board of Examiners.

D. **Significant Change in Responsibility**

Where significant responsibility is added or removed from a position, and reclassification is not warranted, pay may be adjusted upward or downward by 5%, or other appropriate rate based on internal equity. Pay shall not be less than the minimum or greater than the maximum. "Significant Responsibility" shall be thoroughly documented in order to support the request. The request shall be reviewed by the Human Resources Director and approved by the City Manager.

14. ***Salary Increase Maximum:*** When an employee attains the maximum rate of a salary range for the present position, no further salary increases (except possible Cost of Living Adjustments when approved and funded) will be added to base pay while the employee remains in the present position, and continues to be limited by the present pay maximum. However, the employee may receive a lump sum bonus which is not added to base pay. Lump sum bonuses may be given in recognition of special achievement or performance.
15. ***Advance Salary Policy:*** There will be no advance of salary except under hardship conditions. Requests for advances under hardship conditions will be recommended by the Department Head to the Human Resources Director and City Manager. The City Manager shall make the final decision.
16. ***Court Pay:*** Police Officers who are required to attend court in the course of their work but during hours they are not regularly scheduled to work shall be paid, at a minimum, the standard State Court fee for the first two hours, whether or not they attend for the full two hours. Any additional hours required in court shall be treated as hours worked and shall be paid the regular rate of pay. Nonexempt officers shall be paid overtime as appropriate. Exempt officers shall be paid the two-hour minimum State Court fee.
17. ***Pay Plan Maintenance:*** The Pay Plan shall be reviewed at least annually by the Human Resources Director. Recommendations for revision shall be made to the City Manager.
18. ***Additional Pay for Fire Captains:*** Exempt Fire Captains may be paid additional compensation when they are scheduled to work in place of another Captain or Deputy Chief. Exempt Fire Captains shall receive no other additional pay.
19. ***On Call Pay:*** Nonexempt employees who are required to carry a pager, and to be the primary responder to emergency calls, and who are expected to return to work after normal business hours (8:00 a.m. to 5:00 p.m. or other shift considered the normal work day) shall be paid the equivalent of an additional 2 hours at 1 ½ times the regular rate of pay for each scheduled day off on which they are "On Call".

20. **Call Back Pay:** Nonexempt employees who are required to report back to work after normal business hours (8:00 a.m. to 5:00 p.m. or other shift considered the normal work day.) shall be paid a 2-hour minimum each time they are called from their home back to work. If the cumulative time spent on emergency “call-backs” is more than 2 hours, the time shall be paid as hours worked according to the Fair Labor Standards Act. Calls shall be logged by the Dispatcher and shall include the time the call was received by Dispatch, and the time the employee was called out. This log shall be reviewed and monitored by supervisors regularly.
21. **Inclement Weather Pay:** Nonexempt employees, including Public Safety, service, maintenance, or clean-up workers, who are required to report to work when the City Manager has declared the City government organization closed for business because of inclement weather shall be paid at 1 ½ times their regular rate of pay during the hours the organization is closed for public business. All other nonexempt employees who are placed on Administrative Leave for inclement weather will be paid straight time as if they had worked. This shall occur ONLY when the City Manager has officially declared the City government closed for business because of inclement weather or other disaster situation.
22. **Interim Appointment:** An employee may be appointed to an acting or interim position where the position is vacant and where failing to fill the position would significantly impact effective operations. Department Heads will recommend such appointments for the approval of the City Manager. Written requests shall outline the critical needs which support the interim appointment. An employee selected for an acting position must meet the documented qualifications for the position and must be capable of performing the full range of job duties of the position. The pay rate of the employee shall be adjusted upward to the minimum of the new pay grade, or other higher rate, as appropriate, considering internal equity. Employees shall be notified in writing of such interim appointments, outlining the terms, conditions, and expectations of the supervisor. The Department Head shall notify the Human Resources Director as soon as interim appointments have been completed. Salary shall be reduced by the same amount it was increased when the interim appointment is completed.