



PAY PLAN IMPLEMENTATION

- I. **PURPOSE:** To establish a uniform policy for the implementation of the pay regulations and the salary schedule for the classified service.
- II. **DEFINITIONS:**
 - A. In-range Adjustment: A discretionary increase in an employee's salary within the salary range of the employee's current job class.
 - B. Market Rate: A rate within each pay grade range established by the Division of Personnel to approximate the market midpoint pay levels among the southeastern state governments.
 - C. Pay Increment: The percentage pay differential established by the State Personnel Board to implement such pay practices as hiring rate, salary advancements, pay on promotion, longevity increases and salary equity adjustments. The Board shall determine the percentage increment for the respective pay practices.
- III. **POLICY:**
 - A. Appointments above the minimum salary established for a classification may be made at the discretion of the appointing authority and in accordance with the following standards.
 1. When making appointments above the minimum salary, the appointing authority may pay an increment of up to 10% above the minimum salary, up to the market rate, for each 6 months of pertinent experience or equivalent pertinent training above the minimum qualifications for the class. This applies to all job classifications except those job classifications specifically excluded by official action of the State Personnel Board.
 2. At the request of the appointing authority, the Director of Personnel may authorize an original appointment above the market rate of the classification, not to exceed the maximum rate, if it has been established that the classification is critical to the agency's mission and that the market rate is insufficient for recruitment of applicants. The rate shall be determined according to the formula of up to 10% above the minimum salary, up to the maximum salary, for each 6 months of pertinent experience or equivalent pertinent training above the minimum qualifications for the class.
 - a. Documentation: Requests for appointment above the market rate shall be submitted in writing to the Director of Personnel. The request shall include the salary rate requested, the scope of recruitment difficulty (i.e. statewide, regional, local), turnover data, description of recruitment efforts, organizational chart with salaries and qualifications of current employees, and other such information as may be requested by the Director.
 - b. Review: The Director of Personnel shall evaluate the request and related documentation as a basis for approval or disapproval of the request.
 3. Internal Equity: The appointing authority shall be responsible for assuring that original appointments above the entry rate are applied in a consistent manner with due consideration to the salaries and relative qualifications of incumbent employees in the same classification.



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- B. Salary advancements or merit increases shall be limited to a maximum of 10% in any 12-month period. For the purpose of determining eligibility for merit increases, the 12-month period shall be the 12-month period immediately preceding the proposed effective date of the merit increase.
- C. When an employee is promoted, his/her pay shall be adjusted as follows:
 - 1. Salaries at the minimum rate of the current classification shall be adjusted to the minimum rate for the job classification to which the employee is being promoted.
 - 2. Salaries within the range of the current classification shall be increased by one 5% increment per pay grade range advanced to a maximum of 3 pay grade ranges or to the minimum rate of the higher pay grade, whichever is greater.
 - 3. Additional increments beyond the 5% rate may be granted, at the discretion of the appointing authority, if the employee being promoted has qualifications exceeding the minimum required for the new class. The appointing authority may grant an additional increase of up to 10% for each 6 months of pertinent training or experience beyond that required for the new class.
 - 4. If an employee has been demoted or reallocated to a lower salary grade with no reduction in pay and is subsequently promoted, then no consideration shall be given to the pay grades reduced in the demotion when calculating pay on promotion as provided in sections C.2. and C.3. Only demotions or reallocations in the immediately preceding 24 months shall be counted.
- D. The following pay differentials are established to address circumstances such as class-wide recruitment and retention problems, regionally specific geographic pay disparities, and other such circumstances which apply or can be applied to reasonably defined groups of employees.
 - 1. Additional duties/responsibilities. An appointing authority may recommend an in-range salary adjustment for an employee who has been assigned additional duties for which a change in classification is not warranted or not possible. The appointing authority shall document the nature and extent of the new duties and/ or responsibilities in the request.
 - a. The percent adjustment recommended shall be specified as one of the following levels.
 - 1) Level One. The appointing authority may recommend an in-range salary adjustment of up to 5% above current salary for an employee if the additional duties meet the criteria specified in D.1.c. (below).
 - 2) Level Two. When accompanied by a newly-completed official position description form, the appointing may recommend an in-range adjustment of up to 10% above current salary for an employee if the additional duties meet the criteria specified in D.1.c. (below) and one or more of the following criteria:
 - a) assignment of responsibility for a distinct new or additional program(s);
 - b) assignment of new responsibility due to agency reorganization/realignment;



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- c) assignment of significant additional supervisory responsibility;
 - d) assignment of a significant amount of additional duties and/or responsibility due to the abolishment of a position(s); or,
 - e) assignment of new duties and/or responsibility related to a project or program determined to be a priority of the agency.
 - b. The Director of Personnel shall evaluate the extent of the additional duties relative to the former duties assigned to the position.
 - c. The new duties, when evaluated separately, must be considered a significant addition to the position, equivalent to or higher than the current classification level of the position, must add to the variety and scope of the position, and must be certified by the appointing authority as being critical to the operations of the agency.
 - d. The appointing authority shall assure that the salary adjustment is recommended for each employee in the organizational unit who has been assigned the same type and level of additional duties consistent with the provisions of sub-divisions a. and c. of this sub-section.
 - e. If an employee receives an in-range salary adjustment for assuming additional duties and is subsequently reallocated within twelve months of receiving the salary adjustment, the appointing authority shall reduce the salary increase due for the reallocation by the percent amount of the in-range salary adjustment the employee received for assuming additional duties.
2. Retention Incentive. An appointing authority may recommend an in-range salary adjustment of up to 10% of current salary to all employees in a job class for which documented salary non-competitiveness has been established. The appointing authority shall provide required documentation of recruitment difficulties as a condition for granting the in-range salary adjustment.
3. Internal Equity. In situations in which one or more employees are paid at least 20% less than other employees in an agency-defined organizational unit and the same job class who have comparable training and experience, duties and responsibilities, performance level, and years of State/classified service, the appointing authority may recommend an in-range salary adjustment of up to 10% of current salary to each employee in the organizational unit whose salary is at least 20% less than other employees in the unit. Internal equity increases shall be limited to once every five years for the same job class in the same organizational unit.
4. Professional Skills/Competency Development. An appointing authority may recommend an in-range salary adjustment of up to 10% of current pay to an employee who acquires certain formal training/education, certification, or licensure.
 - a. The appointing authority shall certify that the formal training/education, certification, or licensure demonstrates the acquisition of competencies that are used in the essential duties of the job class and/or position and are critical to the ongoing operations of the agency.



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- b. The appointing authority must file with the Director of Personnel the formal training/ education, certification, or licensure and related competencies of the job class and/or position for which this type of adjustment will be authorized, and the amount of the adjustment.
 - c. The appointing authority shall assure that all employees in the job class and/or position for which this type of adjustment is authorized, who acquire the formal training/education, certification, or licensure, are recommended for the adjustment.
5. Competitive Salary Offer. Under the following conditions, an appointing authority may recommend a one-time salary adjustment to retain an employee who has submitted a formal written resignation which the appointing authority has accepted.
- a. The appointing authority must verify that the employee is resigning to accept a bona fide written offer of employment performing substantially the same duties for greater compensation from a state agency exempt from the pay plan and salary regulations of the Division of Personnel, or an organization outside of state government.
 - b. The amount of the salary adjustment shall be based on the salary for which the employee would qualify if being newly hired to his or her current job class, not to exceed 10% of the employee's current salary.
 - c. The appointing authority must verify that there are no current employees with substantially equal qualifications who can fill the position.
 - d. The appointing authority must verify that the salary adjustment does not create salary inequities as described in sub-section D.3.
 - e. The appointing authority must verify that the duties of the position are key to an agency or program and that there is a shortage in the relevant labor market for the competencies required for the position.
6. Recruitment Incentives. Under the following conditions, an appointing authority may authorize a lump sum payment not to exceed the equivalent of one month's salary to an applicant who accepts employment in state government in a job class for which there is documented recruitment difficulty. The following conditions must be met prior to the authorization of the payment.
- a. The appointing authority must identify and submit to the Director of Personnel the job classification(s) and/or geographic area(s) eligible for a recruitment incentive payment.
 - b. The Director of Personnel shall certify that the job classification(s) and/or geographic area requested are those for which there is documented recruitment difficulty.
 - c. By formal written agreement, reviewed and approved by the Attorney General, the new employee must agree to work for the agency for a period of one year or repay the recruitment incentive payment if the agreement is not fulfilled.



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7. Project/Team-based Incentive. Under the following conditions, appointing authorities may recommend in-range salary adjustments of up to 10% of current pay for an employee assigned to a long-term project outside the scope of the essential functions of employee's position.
 - a. Projects eligible for a project/team-based incentive must be approved in advance by the Director of Personnel.
 - b. Projects submitted for approval for a project/team-based incentive must include the following:
 - 1) A project plan submitted to DOP which identifies the project as a collaborative effort to accomplish new work assigned or a more efficient, cost-saving way to achieve on-going work;
 - 2) A beginning date and estimated completion date for the project which will typically encompass a minimum of twelve months;
 - 3) A staffing plan which identifies each employee on the project team by position number, title, salary;
 - 4) Specific deliverables identified for each employee;
 - 5) For interdepartmental projects, a memorandum of understanding wherein the participating agencies agree on the project scope, timeline, deliverables and conditions of incentive payments to eligible employees.
- E. The following documentation is required for pay differentials requested under the provisions of this policy.
 1. Problem Statement: A concise summary of the staffing issue being addressed by the proposed pay action which must show a cause-and-effect between pay level and the identified problem.
 2. Turnover and Vacancy Data: Data which describes the rate of turnover by type of separation for at least the previous 12 months, the number of filled and vacant positions in the unit, and the affected job class or classes.
 3. Recruitment Initiatives: A description of the actions the agency has taken to recruit for the vacancy or others in the same class or class series, the number of current qualified applicants, and contact results for recent vacancies,
 4. Internal Impact: A review of the effect the proposed pay action will have on internal salary relationships of the work unit or agency.
 5. Salary Survey Data: Any relevant and recent salary data which has been compiled and analyzed according to acceptable compensation standards.



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- F. An employee may receive no more than a total of 10% in-range salary adjustment(s) in a 12-month period unless otherwise provided in this policy.
- G. Sequence of Multiple Pay Actions - when 2 or more pay actions have the same effective date, the transactions shall be processed in the following sequence:
 - 1. Salary schedule changes.
 - 2. Across-the-board increases.
 - 3. Promotion/reallocation increases.
 - 4. Merit increases.
 - 5. In-range salary adjustment.
- H. Upon approval of the Pay Plan Implementation Policy, the Board assigns and authorizes the Director of Personnel to interpret and apply the policy in conjunction with the West Virginia Administrative Rule of the West Virginia Division of Personnel in a manner consistent with fair and equitable pay administration within the affected agencies.
 - 1. This policy may also apply to classified-exempt positions at the discretion of the Secretary or agency head.
 - 2. When adopting this policy for classified-exempt positions, the Secretary or agency head shall notify the Director of such intent in writing.

IV. REFERENCES:

- A. *WV Code 29-6-10 et seq.*
- B. *West Virginia Administrative Rule*, West Virginia Division of Personnel, 143CSR1, amended July 1, 2000.

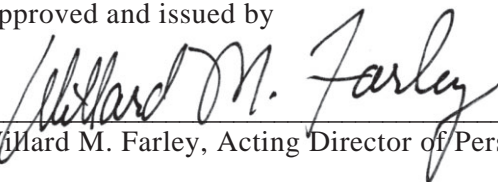
V. EFFECTIVE DATE: May 1, 1994.

VII. REVISIONS:

- A. Previous Revisions: December 1, 1994 (to include pilot program provisions only), August 1, 1996, January 1, 2002, July 1, 2002, and August 1, 2004.
- B. Latest Revision: July 1, 2005.

VII. POLICY NUMBER: DOP-P12.

Approved and issued by



Willard M. Farley, Acting Director of Personnel

Date Signed: May 31, 2005.