

**COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

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**RESCINDED: Board Policy C-28 is no
longer operative
(Per minute order 3.4 of 12/18/07)**

I. PURPOSE:

Competency Pay identifies and financially recognizes the importance accorded to the highly technical competencies required to support the County's information technology (IT) infrastructure. This compensation system allows the County to attract and retain those who can provide the expertise necessary to meet the sophisticated and highly technical demands of the work, and at the same time, give current employees the incentive to obtain advanced technology proficiency.

II. OBJECTIVES:

1. To allow the County to offer a competitive salary structure to reward and retain current employees as well as to enhance the effectiveness of the County's recruitment effort for competent new Information Technology employees.
2. To establish and define Dynamic Competencies required for successful performance in each information technology job.
3. To provide current employees the incentive to obtain new skills as well as gain advanced technology proficiency in current skills.

III. SCOPE:

This policy covers all full time and part time employees who are assigned work on a regular and continuing basis that is primarily characterized by the responsibility for the development, operation and/or maintenance of the County's systems technology infrastructure and who have chosen to participate in the Competency Pay Program.

IV. DEFINITIONS:

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Base Pay: A flat rate of pay approved for a job concept which compensates employees for the use of the basic knowledge, skill and ability required of all positions in that job concept.

Dynamic Pay: Sum of the competency based pay which is the additional compensation for demonstrated competencies that are valued in the labor market and/or intrinsically valued in the County of Riverside specifically identified for each concept. Employees will receive Dynamic Pay for possessing and using competencies on an ongoing basis.

Normal Base Rate: **Base Pay + Dynamic Pay = Normal Base Rate.** This is the actual employee rate of pay and is used in the calculation of employee benefits (e.g.; retirement, overtime & disability).

Job Concept: A category of work within an occupational grouping based on commonality of functions and basic competencies. The job concept model encompasses all levels within a traditional classification series (e.g.; entry, journey, advanced, lead and first level supervisor).

Entry Level: Trainee or entry-level pay rate for each class concept. Employees at this rate typically do not possess knowledge of business rules and requirements of an organization, an understanding of their diverse information systems, or the ability to independently produce completed staff work at a fully functional level. This employee will require close supervision on new or difficult assignments.

Journey Level: Fully competent worker. Knows and uses well the fundamental concepts, practices and procedures of a particular field of specialization. Works with minimal supervision conferring with others on unusual matters. Performs work that is varied and somewhat difficult in character. Assignments are broad in nature and usually require originality, creativity and ingenuity.

Competency: An observable and measurable knowledge, skill, ability or other factor that is generally demonstrated through education, experience and/or training required to successfully perform the work.

1. **Required Competency** – The basic knowledge and skills that are required for the successful performance of all jobs in a job concept. These generally serve as the basic qualifications in recruiting and selecting new employees.
2. **Desired Competency** – Additional knowledge and skills that are important for the successful performance of specific jobs in a category. Generally, these skills

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are of a specialized nature, but are not seen as meriting additional compensation.

3. **Dynamic Competency** – Special knowledge, skills and/or work group leadership capability beyond the expectation of that required for successful performance in a job concept. Competencies change periodically to reflect changing technology, labor market demands and organizational needs. Additional pay is attached to each of the Dynamic Competencies.

Competency Levels: There are three levels of competency recognized in this plan: Limited, Fully Functional and Master Levels.

- **Limited Level** – This is the level in which a person is learning a new skill or is required to know only a portion of a body of knowledge.
- **Fully Functional Level** – This level is the journey level or fully qualified working level in which the employee is thoroughly knowledgeable of the principles, practices and procedures applicable to a type of work or process. Work is performed with limited direction, technical assistance or review.
- **Master Level** – This connotes competence clearly exceeding the norm as demonstrated through successful performance of specialized tasks of work of substantial difficulty and complexity. Employees with master level skills demonstrate confidence and work independently with little or no supervision or technical assistance. The Master Level employee is perceived as the department “expert” by the manager and peers alike.

V TEN JOB CONCEPTS:

Ten Job Concepts (Job Categories) describe all Information Technology jobs within the County of Riverside. They are defined as follows:

1. **Applications Development:** Develop, modify, test, and/or install software to support business user applications.
2. **Business Systems Analysis:** Develop and implement information technology systems solutions to address business needs.
3. **Database Administration:** Create, implement, and/or maintain databases for storage, manipulation, and retrieval of information that is a critical organizational resource in an integrated business environment.

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4. Network Administration: Design, configure, maintain and administer network resources in a LAN/WAN environment.		
5. Web Development: Design, develop, maintain and support intranet, Internet and extranet content, format and information flow.		
6. Systems Administration: Design, program, install, configure, and/or maintain computer resources supporting application and database servers in a mid-range mainframe and/or client server environment.		
7. Systems Operations: Maintain and operate computer resources and provide customer support in mid/range mini-computer or mainframe environment.		
8. User Technical Support: Provide technical assistance and support or training in the use of IT hardware and/or software.		
9. Communications Analysis: Design, implement, and/or maintain communication networks (data, voice, video, and radio).		
10. Communications Technical Support: Construct, adapt, install, test, maintain and/or repair communication equipment (data, voice, video, radio) and/or components of data, voice, radio, microwave and satellite networks and systems.		

VI. PAY AND PROGRESSION:

The IT pay system as approved by the Board of Supervisors, will be administered by Human Resources. Assignment to a concept and allocation of specific skills to a position is the responsibility of the manager with the oversight, review, and approval of Human Resources.

1. County information technology occupational positions have been classified into one of the ten listed Job Concepts based upon the assigned duties and responsibilities performed the majority of the time and on a continuing basis. The dynamic competencies associated with each IT classification have been determined by the Human Resources Class & Salary Study Team in partnership with the Information Technology Advisory Group. From the list of competencies, managers & supervisors determined the specific dynamic competencies required for each of their IT jobs. This system places additional responsibility on managers to ensure consistent administration of this system.

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2. In some instances employees may not possess the full range of required and desired competencies for a position. These employees will be compensated at a lower “Entry Rate” commensurate with their individual skill level as normally demonstrated through education, training and experience. This determination will be made at the time hire offers are made. Each employee in this category will be reviewed for transition to the Base Pay level on at least an annual basis.
 - The Entry Rate will also be used for Control Clerks within the Systems Operations Concept until they acquire additional computer operations competencies.
 - Progression from the Entry to the Base Pay level is dependent upon demonstration of the required and desired competencies.
 - Employees at any level are eligible to receive dynamic competency pay.
3. Employees are encouraged to acquire new dynamic competencies and are credited with the pay provided for the specific Dynamic Competencies assigned to the position if: a) the employee demonstrates possession of the dynamic competencies required for the position, b) performs them on a regular and ongoing basis, and c) if the change is approved by the Human Resources Director as outlined in paragraph 4 below.
4. For the purposes of dynamic competency assessment and assignment the following process will apply:
 - The manager will initiate the competency assessment process if the employee’s job duties change or new competencies are acquired that are required for the position.
 - To receive the additional pay, an employee must have demonstrated a significant change in the level of proficiency for a specific Dynamic Competency as measured by the supervisor and approved by the Human Resources Director.
 - Typically, “demonstrates them on a regular and continuing basis” will be between 8 to 12 weeks, but not to exceed 480 service hours.
 - The employee may request the manager review his/her competency allocation in these same instances.

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- To implement the appropriate pay increase, the manager must follow the request and approval process as outlined in paragraph 5 below.
1. All new hires and movement from one department/position to another or any other changes to concept assignments or dynamic competency allocations for any information technology position requires the approval of the Human Resources Director prior to an offer being made. All new hires and movement from one department/position to another or any other changes to concept assignment or dynamic competency allocations for any information technology position will be processed as follows:
 - A Candidate Requisition Form (CRF) must be completed when recruiting for vacancies. For all information technology positions, this form along with the CRF Supplemental Form are to be completed and sent to Human Resources prior to any recruitment activity beginning. Once approved, the Human Resources team will begin the recruitment process.

If the position is filled by a county employee or new hire:

- When the appropriate candidate is identified through the recruitment process, the manager is to complete the New Hire and Employee Change Request Form. This form, accompanied by the appropriate justification supporting the proposed transaction, are to be forwarded to Human Resources for approval.
- Human Resources will review and approve or deny the request.
- If approved, Human Resources will generate a “Concept and Dynamic Competencies Employee Agreement Form” and return it to the requesting Manager. The Base Pay for the Concept, the position/employee Competency Pay and the Normal Base Rate are listed.
- The manager and the employee are to sign the “Concept and Dynamic Competencies Employee Agreement Form”. A copy of this form is then sent to Employee Benefits and Records along with a completed Employee Transaction Form for final processing into payroll.

If The Employee Acquires A New Dynamic Competency:

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- If the employee is recruited/reclassified into a different Concept or acquires a new Dynamic Competency the manager is to complete the New Hire and Employee Change Request Form. This form accompanied by the appropriate justification supporting the proposed change(s) are to be forwarded to Human Resources for approval.
 - Human Resources will review and approve or deny the request.
 - If approved, Human Resources will generate a Concept and Dynamic Competencies Employee Agreement Form and return it to the requesting Manager.
 - The manager and the employee are to sign the Concept and Dynamic Competencies Employee Agreement Form. This form is then sent to Employee Benefits and Records along with a completed Employee Transaction Form for final processing into payroll.
6. Upon implementation of the IT Competency Pay Program each regular IT employee shall be placed into the appropriate concept without a probationary period. Upon hire, each new regular IT employee shall be in an initial probationary status from the effective date of his or her initial employment per the appropriate County Resolution or Memorandum of Understanding. There will be a probationary period, not to exceed six months, for a promotion or movement into a different concept or department/position. The six-month probationary period will not apply to changes in competencies.

VII. PLAN ADMINISTRATION:

Because this Pay Program is different from our traditional step/range method of compensating employees, it has become and will continue to be necessary to develop procedures to accommodate the Program's administration.

1. Human Resources will be responsible for establishing and maintaining a competitive Base Salary Rate and Dynamic Competency Pay Rate for each job concept.
 - By the end of each calendar year Human Resources will survey the nine California comparison Counties and private industry to determine current appropriate rates of pay.

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- Based on the survey results, a proposal to adjust the base rate and/or dynamic competency pay components may be submitted to the Human Resources Director. With the concurrence of the County Executive Officer these rates may be adjusted at that time, subject to negotiations with SEIU if the components or their rates are decreased or ended.
- 2.** During the third quarter each year (January – March), management will conduct an annual FOCAL POINT skill/pay review for all IT Competency Pay Program employees. This FOCAL review process provides an opportunity to reassess the dynamic competencies needed to perform each job and to review the dynamic competencies assigned to each employee.
- This process is used to communicate and reset individual dynamic pay.
 - Individual dynamic pay can go up at any time the manager initiates the competencies assessment process when the employee’s job duties change or new competencies are acquired that are required by the position. The individual dynamic pay can go down only at the annual focal review.
 - Each employee is required to sign the Concept and Dynamic Competencies Employee Agreement Form acknowledging the basis for pay for the coming year.
- 3.** Human Resources will convene an Information Technology Advisory Group that will meet at least twice per year for the following purposes:
- To conduct an overall program review. This review may generate proposed changes to the policy or pay plan that would require the Human Resources Director’s approval.
 - To review each of the job concepts as well as all required, desired and dynamic competencies in each Job Concept. Additional dynamic competencies may be added, revised or removed with the approval of the Human Resources Director.
 - To facilitate the annual Focal Point pay review process and provide technical assistance to the process to ensure each employee is given credit for all competencies they are using on a regular basis in their current assignment.

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- To ensure vacated positions in old classifications are exchanged for positions in the new IT Concepts.
4. By definition, a “lateral transfer” refers to an employee transferring from a position in one department or agency to a position in another organization within the County with the same job title, same salary range, and step. The basis for skill and pay allocation is position specific, therefore, jobs in the Program cannot be considered equal in status from one department/position to another. As a result, the County’s current procedure for “lateral transfers” is not applicable to the employees participating in the Competency Pay Program.
- If an employee participating in the Competency Pay Program decides to pursue a career opportunity in another department/position, the employee will be required to compete in a normal recruitment process and, if selected as the final candidate from a Certification Hiring List, have their competencies reassessed in the context of the new position prior to appointment.
5. Human Resources will conduct periodic audits of information technology jobs throughout the year to ensure consistency of administration and allocation of dynamic competencies.

VIII ACCESS AND EQUITY:

Employees are invited to make suggestions for improvement of the Competency Pay Program by submitting recommended additions and/or changes to the Compensation Division Manager in the Human Resources Department. Submissions are to be made in writing (memo or email).

Employees are also invited to utilize a process to resolve perceived inequities in the administration of the Competency Pay Program. It is the intent of this policy that this be a collaborative process. To maintain an impartial and equitable review of concerns the following process will be used:

1. Questions or issues should first be directed to the employee’s supervisor or manager. Often the most effective resolution occurs quickly and with the immediate supervisor or manager.
2. If the employee is not satisfied with the response of the immediate supervisor or manager, the employee may direct the question or issue to their department head.

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3. If still not resolved, the employee may submit the question or issue to Human Resources. If technical advice is required, the Information Technology Advisory Group will be consulted.
4. Any employee not satisfied with the determination by Human Resources, with respect to the allocation of their dynamic skills, may submit for review with a neutral third party. The neutral third party shall be mutually agreed upon by the County and the Union. The decision of the neutral third party shall be binding on both parties.
5. If after assessment, the employee is not deemed to possess the specific skill or level of competency for pay purposes, he/she may request to have their skills re-assessed at the normal semi-annual Competency Pay Program review meeting after a six-month period. The Human Resources Director must approve exceptions to this process.

IX. ADMINISTRATIVE RESPONSIBILITY:

Administrative responsibility is granted to the Human Resources Director to administer all sections of this policy, including publishing amendments, policy revisions or discontinuing the IT Competency Pay Policy, subject to any meet and confer obligations with SEIU Local 1997 over the effects of any changes.

The County agrees that the above provisions are subject to renegotiation at the expiration of this MOU.

Reference:

Minute Order 3.16 of 03/14/00
Minute Order 3.22 of 01/29/02
Minute Order 3.3 of 04/10/07