

ARIZONA SUPERIOR COURT IN PIMA COUNTY

SALARY ADMINISTRATION MANUAL

The Salary Administration Manual (SAM) contains the compensation policies and procedures that are applicable to employees of “the court.” For the purposes of the manual, “the court” comprises the following departments: Clerk of the Superior Court, Juvenile and Superior Court.

SALARY ADMINISTRATION MANUAL

Section 1.0 Introduction

1.1 APPLICABILITY AND PURPOSE

The Salary Administration Manual (SAM) contains the compensation policies and procedures that are applicable to employees of “the court.” (For the purposes of this manual, “the court” comprises the following departments: the clerk of the superior court, the juvenile court, and the superior court.)

The SAM defines the types of actions and responsibilities that are necessary to implement and maintain the court’s compensation plan. Its purpose is to clarify the compensation policies, procedures, and practices that are used by the courts, and to help identify and define the appropriate decision-making functions that allow the court to maintain consistency in the implementation of its compensation philosophy and its overall compensation methodology.

It is intended that the salary administration manual serve as the foundation for ensuring consistent application of compensation decisions, within the constraints of budgeting appropriations, to maintain salary programs that are competitive with public and, where appropriate, private sector enterprises.

1.2 COURT MANAGEMENT TEAM (CMT)

The Court Management Team (CMT) comprises the presiding judge of the superior court, the associate presiding judge of the superior court, the presiding judge of the juvenile court, the clerk of the superior court, the court administrator of the superior court, the juvenile court services director, the chief adult probation officer and the deputy court administrator of the superior court (as staff to the CMT and liaison to the Human Resources Coordinating Council). The Court Management Team will oversee the court’s compensation plan by:

- Establishing the compensation plan and designating levels of approval authority;
- Holding the court’s directors and managers accountable for proper application of the compensation plan;
- Assessing the overall priority of potential pay issues for the court;
- Overseeing the court’s compliance with applicable laws, rules and regulations, and reviewing the impact of salary decisions, classification allocations, and other decisions impacting pay or potential pay;
- Reviewing summary reports regarding pay decisions to ensure compliance with compensation plan guidelines; and
- Evaluating the impact of the overall compensation program in comparison to court goals and objectives.

1.3 HUMAN RESOURCES COORDINATING COUNCIL (HRCC)

The HRCC comprises representatives from each of the court's departments; including the deputy court administrator, superior court, who chairs the council; the director, superior court human resources; the deputy director, superior court human resources (for the juvenile court); and the associate clerk for human resources. For purposes of this manual, the council will:

- Recommend strategic planning for the implementation and administration of the compensation plan;
- Recommend compensation policy and revisions to policies;
- Advise, and produce periodic reports to, the CMT regarding compensation issues and the effectiveness of the plan;
- Review court-wide financial impact and/or implications of compensation practices;
- Coordinate and monitor the uniform implementation of compensation policies and practices throughout the court;
- Monitor compliance with laws, rules and regulations that relate to the compensation program; and
- Evaluate the compensation program and its impact on employees' salaries, and whether goals and objectives are being accomplished.

1.4 DIVISION DIRECTORS

The division directors in consultation with human resources will:

- Be responsible for the application of the compensation plan;
- Communicate information concerning the compensation plan to supervisors and employees;
- Assess division needs regarding pay practices;
- Comply with applicable laws, rules and regulations that relate to the compensation plan;
- Assure that adequate funding exists for proposed pay actions;
- Determine pay rates for new hires and employees consistent with established guidelines ; and
- Review the impact of salary decisions, classification allocations, and other decisions affecting pay or potential pay.

1.5 HUMAN RESOURCES DIVISION

Human resources will assist court departments in implementing the compensation plan. Human resources will:

- Provide support to directors, managers, supervisors, and employees through interpretation, consultation and the review of pay actions prior to implementation;
- Provide training to management and employees;
- Provide tools and resources to manage the compensation plan;
- Create reports to assist in making pay decisions;
- Comply with laws, rules and regulations of the compensation plan;
- Review the impact of salary decisions, role allocations, and other decisions affecting pay or potential pay; and
- Provide regular evaluations of the compensation plan and its execution and recommend appropriate plan modifications to the HRCC.

Section 2.0 Compensation Plan

2.1 PURPOSE

The compensation plan specifies how the court will administer its compensation program. The compensation plan includes a table of numbered salary grades with specified ranges. Each court job classification will be assigned to a salary grade. Judicial officers and elected officials whose salaries are set by law are exceptions to the salary grade assignments. The salary grade designation is determined by compensable factors, including but not limited to:

- The classification's essential functions, additional duties and responsibilities,
- Minimum qualifications,
- Supervisory responsibilities,
- The salary range of the same classification established from market comparators, and
- The level of the classification within the structure as compared to other classifications.

The human resources division will utilize market salary data and the criteria previously stated as a basis for making salary grade recommendations to the HRCC for approval by the CMT.

2.2 COMPENSATION PHILOSOPHY

The court's compensation philosophy is to compensate employees in a manner sufficient to recruit and retain a high performance workforce that provides quality service in a fiscally responsible manner. Underlying this philosophy are the following guiding principles:

- The court will strive to establish base pay that is competitive with the labor market;

- The court will focus on the value of its total compensation package, which includes salary and non-salary benefits such as healthcare, retirement, life insurance, disability insurance, annual and sick hours ;
- The court will strive to establish base pay that is equitable internally;
- The court will strive to assure that comparable jobs are valued with similar methodology and assigned to comparable classifications;
- The court will attempt to be responsive to the market;
- The court will be fiscally responsible in its compensation practices;
- The court will be administratively efficient and responsive to organizational changes;
- The court will attempt to recruit and retain qualified employees.

Section 3.0 Classification System

The classification system is defined as the arrangement of court positions identified by their respective characteristics. This is done on the basis of the court's organizational structures, identified essential functions, education and work experience, qualifications, and other applicable compensatory factors listed in section 2.1, Compensation Practices.

3.1 NATURE OF THE CLASSIFICATION SYSTEM

The court's classification system, as approved and adopted by the CMT, shall include an appropriate title, pay grade and classification code for each classification. The human resources divisions will maintain the official list of classifications, codes, and position descriptions.

3.2 CLASSIFICATION ALLOCATION

The respective human resources divisions will be responsible for maintaining the classification system for each department. A listing of classifications, pay grades, and salary ranges is on file with each human resources division.

3.3 POSITION DESCRIPTIONS

Human resources will establish and maintain position descriptions. Position descriptions, also known as job descriptions or classification descriptions, are descriptive and explanatory and are not restrictive. The content of the descriptions is not all-inclusive and shall not be construed as limiting or modifying the ability that management has to add or delete duties, responsibilities, and/or projects. Significant changes in the purpose and essential functions of an employee's position that are not within the purpose or scope of the classification must be reviewed and revised by human resources and the division director.

The classification description has multiple uses. The uses include but are not limited to, documenting the organizational need for a position, preparing announcements and postings to advertise for positions, preparing goals and objectives for employee performance appraisals, serving as one criteria for establishing employee salaries, and serving as the document to reference for various employee transactions.

Section 4.0 Compensation Policies and Practices

4.1 COMPENSATION PRACTICES

In determining salaries for individuals and/or classifications, management will consider factors, including but not limited to:

- Available funding and budget impact
- Organizational need
- Reporting structure
- The availability of market salary data
- Knowledge, skills and abilities
- Salary compression
- Current salaries of affected individuals
- Essential functions
- Internal salary alignment
- Work experience and education
- Training certifications and licenses
- Work performance

4.2 PAY PERIOD

Each pay period begins at 12:01 a.m. Sunday and ends at 12:00 midnight the second (2nd) Saturday thereafter. Wages shall be paid within five (5) business days following the end of each pay period. Scheduled paydays shall be on the Friday following the end of each pay period.

4.3 COMPENSATION EFFECTIVE DATE

The effective date for changes that affect employee pay shall be the first day of the pay period following approval of the compensation action, unless otherwise directed.

4.4 SALARY GUIDELINES

The human resources division is responsible for all final salary offers to external and internal candidates.

A. NEW HIRES

1. Administrative and Operations Support Staff

- The presumptive entry-level salary for administrative and operations support positions is the **minimum of the pay range**.

Division directors may propose an entry-level salary exceeding the minimum of the pay range for a candidate for an administrative or operations support staff position by submitting a written recommendation to the HRCC for review. The

request must include the justification for the exception and the potential impact if the request is not granted.

In reviewing the request, the HRCC will take into account the factors listed in section 4.1.

Following its review, HRCC may recommend approval, modification, or the denial of the requested exception. An approval recommendation by the HRCC will suffice for the enactment of the request. Following an HRCC decision of either a denial or a recommended modification to the original request, the initiating division director may request that the HRCC decision be reviewed by the department director. The department director may approve of the HRCC decision or recommend the request be forwarded to CMT for review.

2. Management and Professional Employees

- The presumptive entry-level salary for management and professional level positions is from the **minimum of the pay range up to the midpoint of the pay range.**

Division directors may propose an entry-level salary exceeding the midpoint by submitting a written request to the HRCC for review. The request must include the justification for the exception and the potential impact if the request is not granted.

Following its review, the HRCC may recommend approval, modification, or the denial of the requested exception. An approval recommendation by the HRCC will suffice for the enactment of the request. Following an HRCC decision of either a denial or a recommended modification to the original request, the initiating division director may request that the HRCC decision be reviewed by the department director. The department director may approve of the HRCC decision or recommend the request be forwarded to CMT for review.

3. Directors, Associate Clerks, and Court Administrators

- Departments may utilize the **entire salary range** for these positions.

B. PROMOTION

A promotion is defined as the competitive assignment of an employee from one classification to another classification with a salary range midpoint that is at least 10% (four grades) greater than that of the employee's current classification. When an employee is competitively promoted, it is the intent of the court that his/her salary will be increased by the minimum of 5% or to the minimum salary of the new pay grade, whichever is higher. Upon review by the HRCC, the employee's salary may be increased to a higher level based upon the internal salary alignment of current employees in the same classification to which the employee is being promoted or upon other special circumstances.

C. DEMOTION

A demotion is defined as a voluntary or involuntary change in the assignment of an employee from one classification to another classification with a salary range midpoint that is at least 10% (four grades) less than the initial classification. When an employee is demoted, his/her salary shall be consistent with the salary range of the lower-graded classification, which should result in a lower salary for the employee. It is the court's intent that an employee who is demoted at least four pay grades should incur a salary reduction of at least 2.5%. In every case, when a demotion is immediately preceded by a promotion and promotional salary increase the employee shall receive a salary decrease equal to the promotional increase amount. In no case shall the resulting salary be greater than the maximum salary of the new grade of the classification the employee has been demoted to. For guidance in determining salaries for demotions the factors listed in section 4.1 will be considered.

D. TRANSFER

A transfer is an employee initiated competitive change in assignment from one classification to another classification with the same pay grade, or within a three-pay grade separation. When an employee accepts a transfer, typically the employee's salary will remain unchanged; however, in no case shall the resulting salary be greater than the maximum of the salary range of the new grade.

E. REASSIGNMENT

A reassignment is a management initiated non-competitive change in assignment from one classification to another classification with no more than a three pay grade separation. When an employee is reassigned every effort will be made to ensure that there will not be a change in the employee's salary; however, in no instance will the employee be reassigned with a salary that exceeds the maximum of the new pay range.

F. RECLASSIFICATION

An employee may be reclassified to a position of a higher grade as a result of being assigned additional and significant duties. There will be an appropriate change in salary if a salary increase is necessary to reach the minimum salary of the new grade, or to maintain internal equity amongst the employees in the new classification and in the new pay grade salary range.

When an employee is reclassified to a position of a lower grade, his/her salary shall be consistent with the salary range of the lower-graded classification, which should result in a lower salary for the employee. The employee's previous salary shall not exceed the maximum salary of the new, lower salary grade.

If a reclassification is proposed for a classification with a large number of incumbents, it shall be reviewed by the HRCC Committee and approved by CMT prior to implementation.

G. REEMPLOYMENT

The salary of a laid-off employee who is reemployed shall be set in the same manner as for an entrance salary consistent with Judicial Merit System Rule 13-Layoff. Reemployment above the minimum salary of the applicable pay grade must be consistent with the Salary Administration Manual.

H. REINSTATEMENT

Reinstatement of a laid-off employee shall ordinarily be at the salary in effect at the time of layoff pursuant to Judicial Merit System Rule 13-Layoff.

I. REHIRE

Similarly, the salary of an employee who is rehired pursuant to the Judicial Merit Rules following a previous resignation shall also be set in the same manner as for an entrance salary. A rehire salary above the minimum of the applicable pay grade must be consistent with the Salary Administration Manual. A court employee who has resigned and is being rehired into the same classification, as at the date of resignation, may be offered the same salary if the rehire is within twelve months of his/her date of resignation.

4.5 SALARY ADJUSTMENTS

A. General Policy

Salary increases are dependent upon the availability of funds. Periodically, Pima County may appropriate funds for salary increases for court employees. Additionally, funds for salary increases may come from other sources. The granting of salary increases for court employees is at the discretion of the CMT.

B. Market Adjustments

Human resources has the responsibility to assess the competitiveness of employee salaries. Human resources will share the results of the assessment with the CMT. When funds are available, the CMT may approve market adjustments for employees in affected classifications. It may also be appropriate to reassign classifications to new grades to maintain market salary competitiveness.

C. Salaries at or above the salary range maximum

When funding is available for “across the board” pay increases, employees whose salaries are at or above the maximum of the assigned salary range shall not be eligible for salary increases; however, when an “across-the-board” increase is granted, these employees will be eligible for a single lump sum payment, in lieu of the salary increase.

If a proposed salary increase would cause an employee’s salary to exceed the maximum of the assigned salary range, the salary will be increased only to the maximum. The employee will be eligible to receive the balance of the proposed increase as a single lump sum payment. If, however, a classification’s range is increased due to a market adjustment, as in the following section, an employee whose salary then falls within the ranges will be treated as any other employee.

D. Initial Probation

The court’s compensation plan does not provide for pay increases at the end of a period of initial probation.

E. Employment Attainment of Salary Range Mid-Point

It is the intention of CMT to ensure that employees attain the mid-point of the salary range when they have completed seven consecutive full years in a classification. If on the employee’s seventh anniversary in classification, his/her salary is below the mid-point, the salary will be adjusted to the mid-point. This adjustment will occur in the pay period following the anniversary and is contingent upon the availability of funding. If an employee receives a promotion/transfer prior to eligibility for the seven year date in classification salary adjustment, he/she may still receive a salary adjustment to the midpoint. If the employee’s current salary has not reached the midpoint of the former classification after the promotion/transfer, and on the seven year anniversary date of the former classification, a salary adjustment to the former classification midpoint may be granted.

F. Other

At the request of a department director, the HRCC may consider a pay adjustment in order to address pay equity issues and/or as is otherwise in the best interest of the department or the court, provided no other pay policy applies.

For additional information on the upward or downward movement of employee salaries, see section 4.4F Salary Upon Reclassification.

4.6 PREMIUM PAY

A. Special Assignment

During periods when employees are assigned additional duties, special assignment pay may be provided to employees in addition to their base salaries. The additional duties must be more difficult or complex than the duties performed by other employees in the same classification. Special assignment pay will normally be granted to employees who are assigned additional duties, which are performed on a regular and consistent basis over extended periods of time (i.e. thirty [30] days or more in duration). When such employees are returned to their original duties the special assignment pay shall cease.

At the discretion of management, special assignment pay may include payment for hours spent actually performing the additional duties or may apply to all hours worked.

If the increase in difficulty of the position with the new duties is substantially greater than the duties performed by other employees in the same classification, and the assignment is of a regular and ongoing nature, the position should be re-evaluated to determine whether the position with the new duties should result in a reclassification.

B. Shift Differential

A non-exempt employee assigned to work regularly scheduled evening and night shifts shall be eligible to receive shift differential pay for hours worked on those shifts, in addition to the current hourly rate or base salary for all hours worked on the shift.

- "Day shift" is defined as a work shift in which half or more of the scheduled hours fall between 8 a.m. and 5 p.m.,
- "Evening shift" is defined as a work shift in which half or more of the scheduled hours fall between 5 p.m. and midnight; and
- "Night shift" is defined as a work shift in which half or more of the scheduled hours fall between midnight and 8 a.m.

Employees whose work hours are divided evenly between two shifts shall receive shift premium at the higher of the two rates involved.

Human resources will maintain the current schedule of shift differential pay amounts.

Shift differential is paid if half or more of the employee's scheduled hours occur between 5 p.m. and midnight or if half or more of the scheduled hours occur between midnight and 8 a.m. Shift differential is paid for holidays, sick and vacation days. Shift differential pay will be paid for all hours on a regularly scheduled shift that is eligible for shift differential pay.

Employees on an approved telecommuting work schedule are not eligible for shift differential. (In the case of questions regarding an employee's eligibility for shift differential, human resources shall be responsible for determining the resolution.)

C. Overtime Pay

Refer to Policy Number 501, in section three of the Employee Manual.

D. On-Call Pay

Only non-exempt employees are eligible to receive on-call pay. The affected employee will be designated by court management to be on-call and available for a particular time and purpose. Being available for immediate contact through a pager/cell phone does not constitute on-call unless the employee has been designated on-call as stated above. On-call pay shall be paid at the current on-call rate as established by court management. (Human resources will maintain the listing of current on-call rates.) On-call pay may not be coincident with any other pay except for paid holidays. Location of the employee for on-call duty shall be at the employee's discretion, with the stipulation that immediate contact can be made and that the employee must be able to report fit for duty within one (1) hour, unless other conditions require a shorter period. On-call duty shall be allocated as evenly as possible among all employees qualified to do the work. All employees are required to be on-call when requested. Intermittent employees are not eligible to receive on-call pay. On-call pay for employees working overtime will be consistent with applicable state and federal laws.

E. Callback Pay

An eligible non-exempt employee who has left the place of work and is called back to work before his/her next regularly scheduled work shift shall receive a minimum of two (2) hours of pay if reporting back to a worksite; or a minimum of fifteen (15) minutes of pay for problem resolution by telephone. Callback pay applies in emergency circumstances only. The callback period shall begin when the employee is notified to return to work. Intermittent employees are not eligible to receive on-call pay.

The employee must report as soon as possible to the worksite. The callback period ends when the employee completes the job assignment. If the employee's

private car is used for transportation in a callback situation, mileage shall be paid at the approved rate.

Callbacks shall be allocated as evenly as possible among all employees qualified to do the work. All employees are required to work if called back.

If the employee is able to resolve the problem by telephone and is not required to report to the worksite, he/she shall receive pay for the actual time spent in problem resolution, with fifteen (15) minutes as minimum pay for each telephone call received.

F. Detail Pay

When an employee is detailed for more than thirty (30) calendar days to a position with a higher salary grade, his/her salary shall be raised to the minimum pay rate of the pay grade the employee is detailed into or at least 5% above the employee's current pay, whichever is higher. Attention should be given to pay equity considerations among the base salaries of employees within the classification the employee is detailed into. The maximum length of a detail assignment is twelve (12) months. Upon completion of the assignment, the employee's salary will be returned to the base rate that the employee received before the detail assignment, including any general increase or other applicable increases that would have otherwise been received while the employee was in the detail assignment.