

REQUEST FOR PROPOSALS



Classification and Compensation Study and Benefits Survey

RFP # 200713-102

Date of Issue: July 13, 2020

Proposals Due: July 30, 2020

Time: 2:00 PM (EST)

Issued for:

Pender County Human Resources

801 S. Walker St. #5

Burgaw, NC 28425

Phone: 910.259.0900

Issued By:

Trisha Newton, Purchasing Agent

Pender County Finance

805 S. Walker St. #1578

Burgaw, NC 28425

Phone: 910.259.1281

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REQUEST FOR PROPOSALS

CLASSIFICATION AND COMPENSATION STUDY NOTICE OF REQUEST FOR PROPOSALS

NOTICE IS HEREBY GIVEN that Pender County Government (hereinafter referred to as “Pender County” or “the County”) is requesting proposals for a Classification and Compensation Study and Benefits Survey.

FIVE (5) HARD COPIES AND ONE ELECTRONIC COPY OF THE PROPOSAL MUST BE RECEIVED UP TO THE HOUR OF 2:00 PM EST, THURSDAY, JULY 30TH, 2020.

Pender County will receive such proposals in the office of and addressed to:

Pender County Human Resources, ATTN: Jennifer Kimler

By Mail: PO Box 5, Burgaw NC 28425

By Courier: 801 S. Walker Street, Burgaw NC 28425

Electronic copy: jkimler@pendercountync.gov

Label “**RFP # 200713-102: Classification and Compensation Study and Benefits Survey 2020**”

Copies of the Classification and Compensation Study and Benefits Survey Request for Proposal (RFP) Document are available from the County website at www.pendercountync.gov.

Pender County reserves the right to reject any or all proposals.

Pender County reserves the right to disqualify incomplete proposals, waive minor defects, as it deems applicable, in the written proposals, to request additional information from any respondent, change or modify the scope of the project at any time, without any penalty, negotiate terms with one or more of the respondents, reject any or all proposals, without a penalty, and take any steps necessary to act in the County’s best interest. Bids/proposals will not be considered for award if received by Pender County after the official closing date and time.

Trisha Newton
Purchasing Agent

PURPOSE

- A. The intent of this Request for Proposal (RFP) is to obtain firm fixed price proposals from qualified personnel management consultants to:
1. Conduct an employee classification and compensation study of public and private employers who are providing equitable services and,
 2. Based on that study, determine if individualized position/job descriptions are needed and if so, assist in the development of these descriptions and,
 3. Based on that study, prepare a comprehensive analysis that identifies Pender County's competitive position in the labor market and,
 4. Based on that study, provide a recommendation for total salaries and, benefits, including the total compensation package of insurance and other benefits (including paid leave and holiday) and,
 5. Based on that study, prepare recommendations for compensation policies, including variable incentive pay options, to maintain competitiveness, reward employees, and ensure equity. Responding consultants should have significant experience conducting salary surveys and comparative analyses, preferably involving both public and private employers.

BACKGROUND INFORMATION

As of June 16, 2020, Pender County Government had a total of 535 employees, (421 full-time and 114 regular part-time employees) under approximately 263 job classifications. The County has one salary schedule consisting of 28 pay grades, each containing 20 steps within the grade. A copy of the current salary schedule is included as Attachment A. Attachment B is the Pay & Classification Plan and Attachment C is relevant policies related to the County's classification plan, pay plan.

A thorough classification and compensation study and analysis of the County and those organizations that draw on a shared labor market will indicate the County's current position and its ability now and in the future to recruit and retain talented employees to provide quality services to Pender County. It is expected that the study will determine what actions should be taken, if any, to avoid loss of qualified staff and difficulties in recruiting new employees for County employment, while competitively compensating current employees. In addition, it is expected that the study will recommend adjustments to the County's current pay plan and salary structure, including variable/incentive pay options, to allow appropriate compensation,

to account for individual employee's service/special achievements, or to rectify compression/equity issues and a total compensation comparison.

PROPOSED SCHEDULE

Activity	Deadline Date
Advertisement of Request for Proposal	July 13, 2020
Deadline for submission of questions	2:00 pm EST, July 21, 2020
Answers provided to questions	July 23, 2020
Deadline for submission of proposals	2:00 pm EST, July 30, 2020 Pender County Human Resources, ATTN: Jennifer Kimler By Mail: PO Box 5, Burgaw NC 28425 By Courier: 801 S. Walker Street, Burgaw NC 28425 Electronic copy: jkimler@pendercountync.gov
Award of Contract	August 17, 2020
Completion of Work	December 23, 2020

* Dates may need to be adjusted and virtual interviews scheduled due to COVID-19.

SCOPE OF SERVICES

A. All proposals must be made on the basis of and either meet or exceed the requirements contained herein. Failure to provide any of the following requirements shall be ample cause for proposal to be considered non-responsive and be rejected. All bidders must be able to provide, at a minimum:

1. Attendance at an initial meeting with various County representatives to discuss the process and tasks to be performed and reasonable dedication of key personnel and Proposers point of contact.
2. Weekly written progress reports indicating the data collected.
3. A comprehensive evaluation of each job within Pender County

Government to determine relative worth within the organization (internal equity), placement in the organizational structure, and for the establishment of pay ranges. Establish appropriate benchmarking standards and include a comparison and analysis of salaries and wages of like or similar jobs (external equity) of comparable local governments and private employers in various markets for which the County competes for labor supply. Organizations in the comparison are to be shared with key County staff involved in the process who will reserve the right to designate that organizations be added and/or deleted from the comparable organizations used by the consultant.

4. Base pay salary survey and analysis of positions for organizations included in A.3. The County will provide current position information according to the needs of the consultant. The base pay salary survey shall include:
 - a. Pay plan salary range comparison to Pender County for each position for each participant organization by minimum, midpoint, and maximum;

- b. Existing employee average salary comparison to Pender County for each position for each participant organization;
 - c. Combined average pay plan salary range comparison to Pender County for each position by minimum, midpoint, and maximum;
 - d. Combined existing employee average salary comparison to Pender County for each position;
 - e. Comparison of Pender County's existing employee average salary for all benchmarks to the combined average for all organization participants;
 - f. Recommendation on each existing employee grade/step in comparison to participant organizations which also reflects the employee's years of service within the current position;
 - g. Pender County's market position for each benchmark individually, and overall;
 - h. Analysis of pay practices and salary structure;
 - i. Recommended salary ranges or pay bands to include per cent spreads between ranges/bands. Prepare a new salary structure, based on the results of the study.
 - j. Fair Labor Standards Act (FLSA) designation for each job title/classification;
 - k. Class/position descriptions in a standardized format that include at a minimum a classification summary; listing of essential duties; required education, training, and experience; and required knowledge, skills, abilities (KSAs) for each position class.
5. Conduct a thorough benefits survey, including leave and holiday, of the same regions/organizations included in A.3.
 6. Provide a procedure manual and training for Human Resources staff (approximately 4) enabling them to maintain the recommended classification and compensation plan. This includes the methodology for position grading or "pointing." All data and forms will include position questionnaire forms, position grading or pointing worksheets (paper or electronic), raw data, electronic databases, etc. This will be provided to Pender County HR to assist in the understanding and training of the position grading, pointing methodology, or system.
 7. Recommend effective recruitment strategies for hard to fill, high turnover positions.
 8. Recommend a classification/compensation and position evaluation system that adheres to the following basic elements and characteristics:
 - a. Must meet all legal requirements, be totally non-discriminatory, and provide for compliance with all pertinent federal, state, and local requirements.
 - b. The system must be easy for management to administer, maintain, and legally defend.
 - c. The system must easily accommodate organizational change and growth or conversion.

- d. The system should be based upon sound compensation principles in which both internal and external equity are considered within the pay structure as well as the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.
- e. The system should provide for new positions to be incorporated into the compensation plan as well as appropriate adjustments to maintain the compensation plan's effectiveness.

STUDY CONCLUSION

- A. Prepare a written final report of recommendations, including a discussion of methods, techniques, and data used to develop the classification and compensation plan.
- B. Provide all benefits survey results.
- C. Prepare a report of the total compensation system, including pay, benefits, holiday recommendation, leave, etc, that compares the County and its relation to the market.
- D. Prepare an analysis of the financial impact for various implementation dates of the new classification and compensation plan and define funding issues.
- E. Provide instructional information and instructions to allow County staff/Human Resources to conduct individual salary audits and recommend adjustments consistent with study methods.
- F. Provide implementation support and training, as needed.
- G. Attend meetings, if requested, throughout the process with employees, the County Manager and/or designated staff, and the Board of County Commissioners to explain the methodology, survey results, and recommendations.

SELECTION PROCESS AND CRITERIA

A. Process

The consultant will be selected by the County Manager following a review, ranking, and recommendation by a board consisting of the Human Resources Director and designated HR staff, Finance Director, Senior Budget Accountant, and Assistant County Managers. The Review Board may require an interview of the top proposers to be held in Pender County.

B. Criteria

1. Demonstration of the firm's ability to successfully complete all requirements as specified in the Scope of Work
2. Cost of Services
3. Experience in similar consulting services
4. Qualification of project staff, including internal staff and/or staff that may be involved in duties being outsourced
5. Performance History (References)

6. Demonstration of the firm's ability to utilize existing information in order to reduce initial and future costs of service

PROPOSAL REQUIREMENTS

- A. Proposals are to be organized to facilitate evaluation by the County according to the following outline:
 1. A statement of your understanding of the work, descriptions of the approach, and illustrations of the procedures to be employed.
 2. A synopsis, prepared for management review, covering the salient features of the proposal including overall costs and term of work.
 3. A detailed breakdown and description of the specific steps, services, and study products that will be provided as a result of the Scope of Work previously listed in this RFP. Firms may elect to include in this section any innovative methods or concepts that might be beneficial to the County as long as the minimum requirements as set out in this RFP are met.
 4. All study costs to include professional services, supplies, etc., proposed contract terms and conditions are to be submitted. The not-to-exceed fees for performing each phase of the study, including out-of-pocket and travel expenses. Do not include cost of "Additional Services" outside the scope of work with response to this item.
 5. The proposed implementation schedule to include specific milestones to meet a completion date of December 23, 2020.
 6. Additional Services (Optional) – any other related and recommended products or services not specified in this RFP which may be considered essential or beneficial by the firm. These services should be priced separately from "4)" above and shown here.
 7. A brief introduction, limited to no more than four (4) pages describing the firm's organization and services; a list identifying the project manager and/or staff who would be assigned to this project as well as their professional experiences, qualifications, responsibilities, and functions; any proposed outsourcing resources with a description of professional experience, qualifications, responsibilities, and functions. Promotional literature and other public relation services should NOT be included.
 8. Client References – a list of clients the firm has provided compensation/classification services to since July 1, 2015, including the organization, contact person, email, address, telephone number, and a brief description of the compensation/classification services provided.
 9. A statement that the proposer agrees to:
 - a. deliver at least five (5) copies of the final report to the Human Resources Director;

- b. provide the final report, tables, schedules, job descriptions, charts, spreadsheets, procedures manual, salary surveys, benefits survey and other materials necessary for the implementation and maintenance of the compensation/classification system in an electronic medium (USB) in Microsoft Office 365 format;
- c. appear at a scheduled Board of County Commissioners' meeting to discuss the recommendations and final report.

GENERAL INFORMATION

All inquiries concerning this RFP shall be directed in writing to:

Jennifer Kimler, Human Resources Director
801 South Walker St. #5
Burgaw, North Carolina 28425
Phone: 910.259.0900
Fax: 910.259.1457
E-mail: jkimler@pendercountync.gov

The deadline for questions is 2:00 pm EST, July 21, 2020. Answers to questions will be provided in the form of an Addendum on July 23, 2020.

INSTRUCTIONS FOR SUBMITTING PROPOSALS

Emailed/Sealed proposals must be received by the Pender County Human Resources Department no later than 2:00 pm EST on July 30th, 2020. Hard copy proposals may be mailed or hand-delivered to:

Pender County Human Resources, ATTN: Jennifer Kimler
By Mail: PO Box 5, Burgaw NC 28425
By Courier: 801 S. Walker Street, Burgaw NC 28425
Electronic copy: jkimler@pendercountync.gov

Label "**RFP # 200713-102: Classification and Compensation Study and Benefits Survey 2020** "

It is the bidder's responsibility to ensure the bid is received prior to the bid acceptance time. Late bids will not be accepted. The County reserves the right to accept or reject all or any part of any proposal, waive informalities and award the contract to best serve the interest of the County.

LIMITATIONS

This Request for Proposal does not commit Pender County to award a contract, pay any costs incurred in preparation, or travel to Pender County, NC to present a proposal to this request, or to procure or contract for services.

All proposals submitted in response to this Request for Proposal become the property of the Pender County Government. Pender County reserves the right to accept or reject any or all proposals received or to cancel this Request for Proposal in part or in its entirety. After proposals are reviewed, the County will select the proposal in the best interest of the County.

Grade	5.0%																				
Step	2.5%																				
Includes 1.5% COLA																					
	Step →	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Step	Grade ↓
24	00 (A)	01 (B)	02 (C)	03 (D)	04 (E)	05 (F)	06 (G)	07 (H)	08 (I)	09 (J)	10 (K)	11 (L)	12 (M)	13 (N)	14 (O)	15 (P)	16 (Q)	17 (R)	18 (S)	19 (T)	24
	73,508.29	75,345.99	77,229.64	79,160.39	81,139.39	83,167.88	85,247.08	87,378.25	89,562.72	91,801.78	94,096.81	96,449.24	98,860.47	101,331.99	103,865.29	106,461.92	109,123.46	111,851.55	114,647.83	117,514.04	
25	00 (A)	01 (B)	02 (C)	03 (D)	04 (E)	05 (F)	06 (G)	07 (H)	08 (I)	09 (J)	10 (K)	11 (L)	12 (M)	13 (N)	14 (O)	15 (P)	16 (Q)	17 (R)	18 (S)	19 (T)	25
	77,183.71	79,113.29	81,091.12	83,118.40	85,196.36	87,326.27	89,509.43	91,747.16	94,040.85	96,391.87	98,801.65	101,271.71	103,803.49	106,398.58	109,058.54	111,785.01	114,579.64	117,444.13	120,380.24	123,389.74	
26	00 (A)	01 (B)	02 (C)	03 (D)	04 (E)	05 (F)	06 (G)	07 (H)	08 (I)	09 (J)	10 (K)	11 (L)	12 (M)	13 (N)	14 (O)	15 (P)	16 (Q)	17 (R)	18 (S)	19 (T)	26
	81,042.89	83,068.96	85,145.68	87,274.33	89,456.18	91,692.59	93,984.90	96,334.52	98,742.88	101,211.46	103,741.74	106,335.29	108,993.67	111,718.51	114,511.48	117,374.27	120,308.61	123,316.34	126,399.24	129,559.22	
27	00 (A)	01 (B)	02 (C)	03 (D)	04 (E)	05 (F)	06 (G)	07 (H)	08 (I)	09 (J)	10 (K)	11 (L)	12 (M)	13 (N)	14 (O)	15 (P)	16 (Q)	17 (R)	18 (S)	19 (T)	27
	85,095.03	87,222.40	89,402.97	91,638.04	93,928.99	96,277.22	98,684.15	101,151.25	103,680.03	106,272.03	108,928.84	111,652.06	114,443.36	117,304.43	120,237.04	123,242.97	126,324.05	129,482.15	132,719.20	136,037.18	
28	00 (A)	01 (B)	02 (C)	03 (D)	04 (E)	05 (F)	06 (G)	07 (H)	08 (I)	09 (J)	10 (K)	11 (L)	12 (M)	13 (N)	14 (O)	15 (P)	16 (Q)	17 (R)	18 (S)	19 (T)	28
	89,349.78	91,583.53	93,873.12	96,219.95	98,625.44	101,091.08	103,618.36	106,208.81	108,864.03	111,585.64	114,375.28	117,234.66	120,165.53	123,169.66	126,248.90	129,405.12	132,640.25	135,956.26	139,355.17	142,839.05	
G ↑ S →	00 (A)	01 (B)	02 (C)	03 (D)	04 (E)	05 (F)	06 (G)	07 (H)	08 (I)	09 (J)	10 (K)	11 (L)	12 (M)	13 (N)	14 (O)	15 (P)	16 (Q)	17 (R)	18 (S)	19 (T)	G ↑ / S ←

APPENDIX B**Pender County
Pay & Classification Plan
FY 2020-2021**

Includes 1.5% COLA

Department/Division	Position Title	Status	Grade	Min	Max
Administrative (Global)	Global Administrative Assistant I	Non-Exempt	6	\$30,544.21	\$48,829.51
Administrative (Global)	Global Administrative Assistant II	Non-Exempt	8	\$33,675.00	\$53,834.53
Administrative (Global)	Global Administrative Assistant III	Non-Exempt	10	\$37,126.68	\$59,352.57
Administrative (Global)	Global Office Assistant III	Non-Exempt	2	\$25,128.79	\$40,172.16
Administrative (Global)	Global Office Assistant IV	Non-Exempt	4	\$27,704.51	\$44,289.81
Comp Board Global	Global Accounting Clerk IV	Non-Exempt	4	\$27,704.51	\$44,289.81
Comp Board Global	Global Accounting Technician II	Non-Exempt	8	\$33,675.00	\$53,834.53
Comp Board Global	Global Administrative Officer I	Exempt	10	\$37,126.68	\$59,352.57
Comp Board Global	Global Maintenance Assistant II	Non-Exempt	5	\$29,089.72	\$46,504.30
County Manager	Admin. Assistant to County Manager/Clerk to the Board	Non-Exempt	14	\$45,127.71	\$72,143.42
County Manager	Assistant County Manager	Exempt	28	\$89,349.78	\$142,839.05
County Manager	County Manager	Exempt	CONTRACT	CONTRACT	CONTRACT
Elections	Deputy Director of Elections	Non-Exempt	10	\$37,126.68	\$59,352.57
Elections	Director of Elections	Exempt	17	\$52,240.96	\$83,515.03
Elections	Elections Technician	Non-Exempt	5	\$29,089.72	\$46,504.30
Emergency Management	Deputy Fire Marshal/Emergency Management Officer	Non-Exempt	11	\$38,983.01	\$62,320.21
Emergency Management	Emergency Management Technician	Non-Exempt	10	\$37,126.68	\$59,352.57
Emergency Management	Emergency Management Director	Exempt	22	\$66,674.18	\$106,588.69
Emergency Management	Fire Marshal/Assistant Emergency Management Director	Non-Exempt	18	\$54,853.02	\$87,690.78
Facilities and Fleet Services	Assistant Facilities and Fleet Services Director/Project Manager	Exempt	17	\$52,240.96	\$83,515.03
Facilities and Fleet Services	Electrician	Non-Exempt	15	\$47,384.10	\$75,750.59
Facilities and Fleet Services	Facilities Foreman	Non-Exempt	8	\$33,675.00	\$53,834.53
Facilities and Fleet Services	Fleet Services Assistant	Non-Exempt	1	\$23,932.19	\$38,259.20
Facilities and Fleet Services	Fleet Services Foreman	Non-Exempt	12	\$40,932.17	\$65,436.22
Facilities and Fleet Services	Grounds Foreman	Non-Exempt	12	\$40,932.17	\$65,436.22
Facilities and Fleet Services	Groundswoker	Non-Exempt	5	\$29,089.72	\$46,504.30
Facilities and Fleet Services	Groundswoker Crew Leader	Non-Exempt	6	\$30,544.21	\$48,829.51
Facilities and Fleet Services	Maintenance Supervisor	Non-Exempt	13	\$42,978.77	\$68,708.02
Facilities and Fleet Services	Maintenance Technician I	Non-Exempt	4	\$27,704.51	\$44,289.81
Facilities and Fleet Services	Maintenance Technician II	Non-Exempt	6	\$30,544.21	\$48,829.51
Facilities and Fleet Services	Maintenance Technician III	Non-Exempt	8	\$33,675.00	\$53,834.53
Facilities and Fleet Services	Vehicle Maintenance Technician	Non-Exempt	7	\$32,071.42	\$51,270.98
Finance	Accounting Clerk II	Non-Exempt	8	\$33,675.00	\$53,834.53
Finance	Deputy Finance Officer	Non-Exempt	19	\$57,595.67	\$92,075.32
Finance	Finance Director	Exempt	25	\$77,183.71	\$123,389.74
Finance	Purchasing Agent	Non-Exempt	14	\$45,127.71	\$72,143.42
Finance	Purchasing and Payroll Specialist	Non-Exempt	14	\$45,127.71	\$72,143.42
Finance	Senior Accountant	Non-Exempt	19	\$57,595.67	\$92,075.32
Health	Accounting Specialist I	Non-Exempt	14	\$45,127.71	\$72,143.42
Health	Accounting Specialist II	Exempt	16	\$49,753.30	\$79,538.12
Health	Administrative Assistant II - Lead	Non-Exempt	8	\$33,675.00	\$53,834.53
Health	Animal Shelter Attendant	Non-Exempt	6	\$30,544.21	\$48,829.51
Health	Animal Shelter Manager	Non-Exempt	10	\$37,126.68	\$59,352.57
Health	Community Health Assistant	Non-Exempt	3	\$26,385.24	\$42,180.77
Health	Dental Assistant	Non-Exempt	5	\$29,089.72	\$46,504.30
Health	Dental Hygienist II	Non-Exempt	15	\$47,384.10	\$75,750.59
Health	Dental Hygienist II - Supervisor	Non-Exempt	15	\$47,384.10	\$75,750.59
Health	Dentist I	Exempt	28	\$89,349.78	\$142,839.05
Health	Dentist II	Exempt	CONTRACT	CONTRACT	CONTRACT
Health	Environmental Health Program Specialist	Non-Exempt	16	\$49,753.30	\$79,538.12

**Pender County
Pay & Classification Plan
FY 2020-2021**

Includes 1.5% COLA

Department/Division	Position Title	Status	Grade	Min	Max
Health	Environmental Health Specialist	Non-Exempt	12	\$40,932.17	\$65,436.22
Health	Environmental Health Specialist Trainee	Non-Exempt	12	\$40,932.17	\$65,436.22
Health	Environmental Health Supervisor I	Non-Exempt	16	\$49,753.30	\$79,538.12
Health	Environmental Health Supervisor III	Exempt	19	\$57,595.67	\$92,075.32
Health	Health & Human Services Director	Exempt	27	\$85,095.03	\$136,037.18
Health	Medical Lab Technician I	Non-Exempt	4	\$27,704.51	\$44,289.81
Health	Medical Office Assistant	Non-Exempt	6	\$30,544.21	\$48,829.51
Health	Nutrition & WIC Director II	Exempt	14	\$45,127.71	\$72,143.42
Health	Nutritionist II	Non-Exempt	13	\$42,978.77	\$68,708.02
Health	Physician Extender I	Exempt	23	\$70,007.89	\$111,918.13
Health	Physician Extender II	Exempt	25	\$77,183.71	\$123,389.74
Health	Practical Nurse II	Non-Exempt	9	\$35,358.74	\$56,526.26
Health	Processing Assistant III	Non-Exempt	2	\$25,128.79	\$40,172.16
Health	Processing Assistant IV	Non-Exempt	4	\$27,704.51	\$44,289.81
Health	Processing Assistant V	Non-Exempt	6	\$30,544.21	\$48,829.51
Health	Public Health Educator	Non-Exempt	9	\$35,358.74	\$56,526.26
Health	Public Health Nurse Director I	Exempt	20	\$60,475.45	\$96,679.09
Health	Public Health Nurse Director II	Exempt	24	\$73,508.29	\$117,514.04
Health	Public Health Nurse I	Exempt	13	\$42,978.77	\$68,708.02
Health	Public Health Nurse II	Exempt	15	\$47,384.10	\$75,750.59
Health	Public Health Nurse III	Exempt	16	\$49,753.30	\$79,538.12
Health	Public Health Nurse III - Comm. Care of Children Coordinator	Exempt	16	\$49,753.30	\$79,538.12
Health	Public Health Nurse Supervisor II	Exempt	19	\$57,595.67	\$92,075.32
Health	Purchasing Technician	Non-Exempt	8	\$33,675.00	\$53,834.53
Health	Systems Administrator	Exempt	14	\$45,127.71	\$72,143.42
Health/Mosquito Control	Mosquito Control & Special Projects Crew Leader	Non-Exempt	8	\$33,675.00	\$53,834.53
Health/Mosquito Control	Mosquito Control Technician	Non-Exempt	4	\$27,704.51	\$44,289.81
Housing	Housing Director	Exempt	16	\$49,753.30	\$79,538.12
Housing	Maintenance Technician II	Non-Exempt	6	\$30,544.21	\$48,829.51
Housing	Occupancy Technician	Non-Exempt	6	\$30,544.21	\$48,829.51
Housing	Section 8 Housing Inspector	Non-Exempt	10	\$37,126.68	\$59,352.57
Human Resources	Human Resources Director	Exempt	21	\$63,499.21	\$101,513.04
Human Resources	Human Resources Generalist	Non-Exempt	10	\$37,126.68	\$59,352.57
Human Resources	Human Resources/Risk Management Specialist	Non-Exempt	14	\$45,127.71	\$72,143.42
Human Resources	Staff Development Coordinator	Non-Exempt	8	\$33,675.00	\$53,834.53
Information Technology	GIS Analyst	Non-Exempt	14	\$45,127.71	\$72,143.42
Information Technology	GIS Manager	Non-Exempt	16	\$49,753.30	\$79,538.12
Information Technology	Helpdesk Specialist	Non-Exempt	11	\$38,983.01	\$62,320.21
Information Technology	Information Technology Director	Exempt	23	\$70,007.89	\$111,918.13
Information Technology	IT Applications Manager	Exempt	20	\$60,475.45	\$96,679.09
Information Technology	IT Operations Manager	Exempt	20	\$60,475.45	\$96,679.09
Information Technology	Network Administrator	Exempt	19	\$57,595.67	\$92,075.32
Information Technology	Systems Administrator	Exempt	14	\$45,127.71	\$72,143.42
Information Technology	Technical Support Specialist	Non-Exempt	13	\$42,978.77	\$68,708.02
Information Technology	Web Administrator	Non-Exempt	13	\$42,978.77	\$68,708.02
Jail	Cook	Non-Exempt	3	\$26,385.24	\$42,180.77
Jail	Cook Supervisor	Non-Exempt	6	\$30,544.21	\$48,829.51
Jail	Detention Captain	Exempt	18	\$54,853.02	\$87,690.78
Jail	Detention Officer	Non-Exempt	7	\$32,071.42	\$51,270.98
Jail	Detention Officer/Shift Leader	Non-Exempt	10	\$37,126.68	\$59,352.57
Jail	Detention Officer/Supervisor	Non-Exempt	12	\$40,932.17	\$65,436.22
Jail	Detention Sergeant	Non-Exempt	14	\$45,127.71	\$72,143.42

**Pender County
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Includes 1.5% COLA

Department/Division	Position Title	Status	Grade	Min	Max
Jail	Training/Compliance Officer	Non-Exempt	13	\$42,978.77	\$68,708.02
Library	Deputy Library Director	Exempt	17	\$52,240.96	\$83,515.03
Library	Information Services Associate II	Non-Exempt	8	\$33,675.00	\$53,834.53
Library	Librarian	Exempt	14	\$45,127.71	\$72,143.42
Library	Library Aide	Non-Exempt	3	\$26,385.24	\$42,180.77
Library	Library Assistant	Non-Exempt	4	\$27,704.51	\$44,289.81
Library	Library Associate I	Non-Exempt	6	\$30,544.21	\$48,829.51
Library	Library Associate III	Non-Exempt	13	\$42,978.77	\$68,708.02
Library	Library Branch Manager	Exempt	16	\$49,753.30	\$79,538.12
Library	Library Director	Exempt	23	\$70,007.89	\$111,918.13
Parks & Recreation	Facility Assistant	Non-Exempt	2	\$25,128.79	\$40,172.16
Parks & Recreation	Parks and Recreation Supervisor	Non-Exempt	15	\$47,384.10	\$75,750.59
Parks & Recreation	Range Instructor (P/T)	Non-Exempt	18	\$54,853.02	\$87,690.78
Parks & Recreation	Range Safety Officer (P/T)	Non-Exempt	5	\$29,089.72	\$46,504.30
Parks & Recreation	Recreation Coordinator	Non-Exempt	1	\$23,932.19	\$38,259.20
Parks & Recreation	Special Events Coordinator	Non-Exempt	1	\$23,932.19	\$38,259.20
Parks & Recreation	Summer Camp Assistant Director	Non-Exempt	4	\$27,704.51	\$44,289.81
Parks & Recreation	Summer Camp Counselor	Non-Exempt	1	\$23,932.19	\$38,259.20
Parks & Recreation	Summer Camp Director	Non-Exempt	5	\$29,089.72	\$46,504.30
Planning	Building Inspector I	Non-Exempt	10	\$37,126.68	\$59,352.57
Planning	Building Inspector II	Non-Exempt	11	\$38,983.01	\$62,320.21
Planning	Building Inspector III	Non-Exempt	12	\$40,932.17	\$65,436.22
Planning	Code Enforcement	Non-Exempt	10	\$37,126.68	\$59,352.57
Planning	Floodplain Administrator	Non-Exempt	13	\$42,978.77	\$68,708.02
Planning	Permit Technician	Non-Exempt	7	\$32,071.42	\$51,270.98
Planning	Permitting and Customer Experience Manager	Exempt	17	\$52,240.96	\$83,515.03
Planning	Planner I	Non-Exempt	11	\$38,983.01	\$62,320.21
Planning	Planner II	Non-Exempt	13	\$42,978.77	\$68,708.02
Planning	Planning and Community Development Director	Exempt	23	\$70,007.89	\$111,918.13
Planning	Senior Building Inspector	Non-Exempt	15	\$47,384.10	\$75,750.59
Planning	Senior Permit Technician	Non-Exempt	12	\$40,932.17	\$65,436.22
Planning	Senior Planner	Exempt	15	\$47,384.10	\$75,750.59
Register of Deeds	Assistant Register of Deeds I	Non-Exempt	9	\$35,358.74	\$56,526.26
Register of Deeds	Assistant Register of Deeds II	Non-Exempt	11	\$38,983.01	\$62,320.21
Register of Deeds	Deputy Register of Deeds II	Non-Exempt	7	\$32,071.42	\$51,270.98
Register of Deeds	Register of Deeds	Exempt	17	\$52,240.96	\$83,515.03
Sheriff	Animal Control Officer I	Non-Exempt	7	\$32,071.42	\$51,270.98
Sheriff	Animal Control Officer II	Non-Exempt	9	\$35,358.74	\$56,526.26
Sheriff	Assistant E-911 Operations Director	Non-Exempt	12	\$40,932.17	\$65,436.22
Sheriff	Clerk IV	Non-Exempt	5	\$29,089.72	\$46,504.30
Sheriff	Clerk V	Non-Exempt	7	\$32,071.42	\$51,270.98
Sheriff	Deputy Sheriff Captain	Exempt	18	\$54,853.02	\$87,690.78
Sheriff	Deputy Sheriff I	Non-Exempt	9	\$35,358.74	\$56,526.26
Sheriff	Deputy Sheriff I - School Resource Officer	Non-Exempt	9	\$35,358.74	\$56,526.26
Sheriff	Deputy Sheriff II	Non-Exempt	10	\$37,126.68	\$59,352.57
Sheriff	Deputy Sheriff Lieutenant	Non-Exempt	15	\$47,384.10	\$75,750.59
Sheriff	Deputy Sheriff Sergeant	Non-Exempt	13	\$42,978.77	\$68,708.02
Sheriff	Detective	Non-Exempt	13	\$42,978.77	\$68,708.02
Sheriff	Detective Sergeant	Non-Exempt	14	\$45,127.71	\$72,143.42
Sheriff	E-911 Operations Director	Exempt	14	\$45,127.71	\$72,143.42
Sheriff	E-911 Telecommunicator	Non-Exempt	7	\$32,071.42	\$51,270.98
Sheriff	E-911 Telecommunicator/Shift Leader	Non-Exempt	10	\$37,126.68	\$59,352.57

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Department/Division	Position Title	Status	Grade	Min	Max
Sheriff	Executive Assistant to the Sheriff	Non-Exempt	10	\$37,126.68	\$59,352.57
Sheriff	Major/Chief Deputy	Exempt	21	\$63,499.21	\$101,513.04
Sheriff	Sheriff	Exempt	27	\$85,095.03	\$136,037.18
Social Services	Accounting Specialist I	Non-Exempt	14	\$45,127.71	\$72,143.42
Social Services	Child Support Agent I	Non-Exempt	8	\$33,675.00	\$53,834.53
Social Services	Child Support Agent II	Non-Exempt	10	\$37,126.68	\$59,352.57
Social Services	Child Support Agent II Enforcement - Lead Worker	Non-Exempt	10	\$37,126.68	\$59,352.57
Social Services	Child Support Supervisor I	Exempt	12	\$40,932.17	\$65,436.22
Social Services	Child Support Supervisor II	Exempt	13	\$42,978.77	\$68,708.02
Social Services	IM Administrator I	Exempt	17	\$52,240.96	\$83,515.03
Social Services	IM Caseworker I	Non-Exempt	6	\$30,544.21	\$48,829.51
Social Services	IM Caseworker II	Non-Exempt	8	\$33,675.00	\$53,834.53
Social Services	IM Caseworker III	Non-Exempt	10	\$37,126.68	\$59,352.57
Social Services	IM Caseworker III - Lead Worker	Non-Exempt	10	\$37,126.68	\$59,352.57
Social Services	IM Compliance/Training Supervisor II	Non-Exempt	15	\$47,384.10	\$75,750.59
Social Services	IM Investigator I	Non-Exempt	8	\$33,675.00	\$53,834.53
Social Services	IM Supervisor II	Exempt	12	\$40,932.17	\$65,436.22
Social Services	IM Supervisor II - Lead	Exempt	12	\$40,932.17	\$65,436.22
Social Services	IM Supervisor III	Exempt	14	\$45,127.71	\$72,143.42
Social Services	IM Technician	Non-Exempt	5	\$29,089.72	\$46,504.30
Social Services	Licensed Clinical Social Worker	Exempt	18	\$54,853.02	\$87,690.78
Social Services	Processing Assistant III	Non-Exempt	3	\$26,385.24	\$42,180.77
Social Services	Processing Assistant IV	Non-Exempt	4	\$27,704.51	\$44,289.81
Social Services	Processing Assistant V	Non-Exempt	6	\$30,544.21	\$48,829.51
Social Services	Social Services Director	Exempt	25	\$77,183.71	\$123,389.74
Social Services	Social Work Compliance/Training Supervisor II	Non-Exempt	15	\$47,384.10	\$75,750.59
Social Services	Social Work Program Manager	Exempt	19	\$57,595.67	\$92,075.32
Social Services	Social Worker I	Non-Exempt	8	\$33,675.00	\$53,834.53
Social Services	Social Worker I Trainee	Non-Exempt	8	\$33,675.00	\$53,834.53
Social Services	Social Worker II	Non-Exempt	12	\$40,932.17	\$65,436.22
Social Services	Social Worker III	Non-Exempt	14	\$45,127.71	\$72,143.42
Social Services	Social Worker IV	Non-Exempt	16	\$49,753.30	\$79,538.12
Social Services	Social Worker Supervisor II	Exempt	15	\$47,384.10	\$75,750.59
Social Services	Social Worker Supervisor III	Exempt	18	\$54,853.02	\$87,690.78
Social Services	Systems Administrator	Exempt	14	\$45,127.71	\$72,143.42
Tax Assessor	Assistant Tax Assessor	Non-Exempt	13	\$42,978.77	\$68,708.02
Tax Assessor	Business Personal Property Specialist	Non-Exempt	8	\$33,675.00	\$53,834.53
Tax Assessor	Motor Vehicle Personal Property Appraiser	Non-Exempt	8	\$33,675.00	\$53,834.53
Tax Assessor	Personal Property Appraiser	Non-Exempt	8	\$33,675.00	\$53,834.53
Tax Assessor	Real Estate Property Appraiser (P/T)	Non-Exempt	10	\$37,126.68	\$59,352.57
Tax Assessor	Real Estate Tax Appraiser	Non-Exempt	10	\$37,126.68	\$59,352.57
Tax Assessor	Tax Assessor	Exempt	22	\$66,674.18	\$106,588.69
Tax Assessor	Tax Assistant	Non-Exempt	5	\$29,089.72	\$46,504.30
Tax Collector	Assistant Tax Collector	Non-Exempt	12	\$40,932.17	\$65,436.22
Tax Collector	Deputy Tax Collector	Non-Exempt	10	\$37,126.68	\$59,352.57
Tax Collector	Tax Auditor	Exempt	11	\$38,983.01	\$62,320.21
Tax Collector	Tax Collector	Exempt	19	\$57,595.67	\$92,075.32
Tax Collector	Tax Mapper	Non-Exempt	6	\$30,544.21	\$48,829.51
Tourism	Tourism Director	Exempt	18	\$54,853.02	\$87,690.78
Utilities	Assistant Public Utilities Director	Non-Exempt	21	\$63,499.21	\$101,513.04
Utilities	Chief Water Treatment Plant Operator	Non-Exempt	16	\$49,753.30	\$79,538.12
Utilities	Customer Service Representative	Non-Exempt	7	\$32,071.42	\$51,270.98

**Pender County
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Includes 1.5% COLA

Department/Division	Position Title	Status	Grade	Min	Max
Utilities	Meter Reader	Non-Exempt	5	\$29,089.72	\$46,504.30
Utilities	Public Utilities Director	Exempt	23	\$70,007.89	\$111,918.13
Utilities	Senior Customer Service Representative	Non-Exempt	12	\$40,932.17	\$65,436.22
Utilities	Solid Waste Coordinator	Non-Exempt	8	\$33,675.00	\$53,834.53
Utilities	Transfer Station Scalehouse Operator	Non-Exempt	5	\$29,089.72	\$46,504.30
Utilities	Utilities Analyst	Non-Exempt	16	\$49,753.30	\$79,538.12
Utilities	Utilities Clerk	Non-Exempt	4	\$27,704.51	\$44,289.81
Utilities	Wastewater Treatment Plant Operator Grade I - Backup ORC	Non-Exempt	9	\$35,358.74	\$56,526.26
Utilities	Wastewater Treatment Plant Operator Grade II	Non-Exempt	10	\$37,126.68	\$59,352.57
Utilities	Wastewater Treatment Plant Superintendent	Non-Exempt	17	\$52,240.96	\$83,515.03
Utilities	Water & Sewer Maintenance Technician I	Non-Exempt	8	\$33,675.00	\$53,834.53
Utilities	Water & Sewer Maintenance Technician II	Non-Exempt	10	\$37,126.68	\$59,352.57
Utilities	Water & Sewer Maintenance Technician III	Non-Exempt	12	\$40,932.17	\$65,436.22
Utilities	Water & Sewer Superintendent	Non-Exempt	17	\$52,240.96	\$83,515.03
Utilities	Water Plant Maintenance Technician III	Non-Exempt	12	\$40,932.17	\$65,436.22
Utilities	Water Plant Maintenance Technician I	Non-Exempt	9	\$35,358.74	\$56,526.26
Utilities	Water Plant Superintendent	Exempt	19	\$57,595.67	\$92,075.32
Utilities	Water Treatment Plant Operator A Surface	Non-Exempt	14	\$45,127.71	\$72,143.42
Utilities	Water Treatment Plant Operator B Surface	Non-Exempt	12	\$40,932.17	\$65,436.22
Utilities	Water Treatment Plant Operator C Surface	Non-Exempt	10	\$37,126.68	\$59,352.57
Veterans Service Office	Assistant Veterans Service Officer	Non-Exempt	5	\$29,089.72	\$46,504.30
Veterans Service Office	Veterans Service Officer	Exempt	15	\$47,384.10	\$75,750.59

ARTICLE VI – CLASSIFICATION PLAN

Section 1. Adoption of the Classification Plan

The County Board of Commissioners is responsible for adopting a classification plan that assigns all County positions to a series of job classes based on the results of a job evaluation system. The classification plan shall include all classes of positions in the County. For each position there shall be a written position or class description that will include the following:

- A. A position summary which explains the general definition of work;
- B. The qualification requirements including essential functions and responsibilities;
- C. Position requirements such as the knowledge, skills, and abilities necessary for the performance of the work;
- D. A statement of the education, experience, and training required, and desired (if different) for recruitment;
- E. Physical requirements and working conditions in compliance with the Americans with Disabilities Act; and
- F. Special requirements such as licensures, certifications, or registrations.

Section 2. Allocation of Positions

The County Manager, upon the recommendation of the Human Resources Director, shall approve the allocation of each position covered by the position classification plan to its appropriate class.

Section 3. Maintenance of the Classification Plan

The Human Resources Director, as directed by the County Manager, is responsible for maintaining the classification plan to ensure that it accurately reflects the duties performed by employees in the job classes to which their positions are assigned. Department Managers are responsible for providing the Human Resources Director with documentation of substantive changes in the nature of duties, responsibilities, working conditions or other factors that could affect the classification of any existing position under their supervision.

When the Human Resources Director determines through job audit and/or job evaluation that a substantial change has occurred in the nature or level of duties and responsibilities of an existing position, a recommendation will be prepared for the County Manager to do one of the following:

- A. revise or reassign the existing position to the appropriate job class within the existing classification plan,

- B. amend the classification plan by establishing a new job class to which the position may be assigned, or
- C. to take other action as needed.

Human Resources will maintain all official class descriptions for all County positions and position descriptions for all positions. Human Resources will maintain a record of all budgeted and authorized positions.

Section 4. Classification of New Positions

The Human Resources Director, as directed by the County Manager, is responsible for reviewing and making recommendations to assign a new position to an existing job class or to a newly created job class. The recommendation must consider documentation furnished by the Department Manager outlining the duties, responsibilities, typical tasks, and qualifications proposed for the position and the results of a job audit and job evaluation to be conducted by the Human Resources Director or a designee.

Section 5. Amendment of the Classification Plan

The Board of Commissioners shall approve amendments to the classification plan by adding, changing, or deleting positions or classes of positions and salary grades based on internal analysis and market comparisons within the authorized budget allocation, based upon the County Manager's recommendations.

Section 6. Administration

The Pender County Board of Commissioners authorizes the County Manager to implement the Classification Plan upon approval by the Board of Commissioners.

ARTICLE VII – COMPENSATION PLAN

Section 1. Coverage of the Compensation Plan

Employees shall be compensated in accordance with the compensation plan established by the County and adopted by the County Board of Commissioners for administration by the County Manager's office. The County shall develop and maintain a compensation plan based on equitable compensation relationships for all position classifications in accordance with state and federal laws. The compensation plan shall include all position classifications in the County.

Section 2. Compensation Plan

The compensation plan is designed to establish and maintain a salary structure which attracts, motivates, recruits and retains qualified employees, is competitive with the local labor market, and recognizes and rewards individual employee performance accomplished through the use of:

- A. Formal job evaluation system.
- B. Competitive compensation structure with salary increases based on the cost of living and performance factors.
- C. Formal employee performance evaluations.

The compensation plan will consist of salary grades with an established minimum, and maximum rate. The compensation plan will also consist of graduated steps within the minimum and maximum range. Position classifications will be placed in a salary grade based on the formal job evaluation ranking of the position classification and upon market considerations. A performance evaluation may be a component of the County's compensation program as well as the basis for employee development. Employees may receive merit increases within their assigned salary grade based on the results of individual employee performance evaluation score when funding is available. The compensation plan will be reviewed and evaluated on an annual basis. Overall compensation (pay and benefits) may be limited by budgetary constraints and be structured accordingly. Nothing contained herein shall be deemed to override the Budgetary authority of the County Commissioners.

Section 3. Maintenance of the Compensation Plan

- A. The Human Resources Director, as directed by the County Manager, is responsible for the administration and maintenance of the compensation plan. The compensation plan is intended to provide equitable compensation for all positions, reflecting differences in duties and responsibilities, the rates of pay for comparable positions in private and public employment in the area, changes in the cost of living, the financial conditions of the County, and other factors.
- B. The Human Resources Director is authorized to make comparative studies of all factors affecting the compensation plan. When the Human Resources Director

determines through periodic market analysis and/or salary surveys that a reasonable change has occurred in the pay level of an existing position, a recommendation may be prepared for the County Manager to present to the Board of Commissioners to revise or reassign the respective position to the appropriate pay range within the existing pay range table, or to take other action as needed.

- C. The Human Resources Director, as directed by the County Manager, shall review the compensation plan and evaluate any amendments necessary to maintain a current compensation plan each year as part of the annual budget process. The County Manager shall make recommendations to the Board of Commissioners based upon a study of local economic conditions, the financial state of the County, and market/merit conditions of position classifications as requested.

Section 4. Transition to a New Pay Plan

The pay plan shall consist of one or more salary schedules. Each classified and evaluated position has a pay grade with a range including a minimum rate of pay and a maximum rate of pay. The following three (3) principles shall govern the transition to a new compensation plan:

- A. No employee shall receive a pay reduction as a result of the transition to a new compensation plan.
- B. Employees being paid at a rate lower than the minimum wage rate for their position classification in the new compensation plan shall receive an increase to the minimum of the new pay grade.
- C. Employees being paid at a rate above the maximum rate established for their position classification shall have their wage frozen at that level until such time as the maximum rate for their position equals the employee's wage.

Section 5. Payment at Listed Rate

All employees covered by the compensation plan shall be paid at least a listed rate within the pay range established for their respective job classification except employees in a "trainee" or "work-against" status.

Section 6. Rate of Pay upon Hire

Employees shall be hired at the minimum rate of the salary grade assigned to their position classification. Appointments above the minimum rate of the salary grade may be made with the approval of the County Manager, when deemed necessary to serve the best interests of the County, based on such factors as qualifications or prior experience of the applicant, a shortage of qualified applicants available at the minimum rate, or the refusal of qualified applicants to accept employment at the minimum rate. No new hire salary may exceed the maximum range of the salary grade.

Section 7. Salary of Trainee

- A. An applicant hired or an employee promoted to a position in a higher class, who does not meet all the established requirements of the position, may be appointed at a rate in the compensation plan below the minimum pay grade established for the position. In such cases, a plan for training, including a time schedule, will be prepared and submitted to Human Resources for retention in the employee's official personnel file.
- B. Trainee salaries shall be five (5) percent below the minimum salary established for the position for which the person is being trained. The training salary will remain in effect until the Department Manager determines that the trainee is qualified to assume the full responsibilities of the position. The Department Manager will develop a training plan for each trainee and will review the trainee's progress monthly, or more frequently as necessary, to determine when the trainee is qualified to assume the full responsibilities of the position. In no event will an employee remain in a trainee status for longer than one (1) year, unless preempted by the specific approved job specification. Approved leave without pay shall not count as time worked toward meeting the minimum requirements for the position. All reviews will be forwarded to Human Resources for retention in the employee's official personnel file.

Section 8. Pay for Performance

- A. The Human Resources Director, as directed by the County Manager, is responsible for the administration and maintenance of a pay for performance plan when funding allows. A standardized performance evaluation system is encouraged but it is recognized that those employees evaluated by a governing board may be evaluated using a different form. All employees except elected officials shall receive an annual evaluation on a date to be determined by the County Manager or the governing board conducting the evaluation. The Board of County Commissioners will review the pay for performance adjustment amount annually and consider recommendations from the County Manager to adjust the pay for performance plan as needed to reward County employees who are performing at levels that qualify for a pay for performance increase. This review will take into consideration the financial conditions of the County. All employees may not receive a pay for performance increase or the same total dollar amount of increase.
- B. In order to be eligible to receive a pay for performance increase, each eligible employee must first receive an employee performance evaluation to be conducted by their supervisor or governing board, where applicable. All employees, except seasonal and temporary employees and elected officials, will be eligible for pay for performance appraisals. Employees that receive a marginal or unacceptable performance appraisal will not receive any pay for performance increase for that review period, and will not receive any cost of living adjustment for the next fiscal year unless they successfully complete a Performance Improvement Plan and receive a satisfactory or better performance

rating prior to the beginning of the next fiscal year. Successful completion of a Performance Improvement Plan will not result in the employee receiving a pay for performance adjustment for the prior evaluation period.

Section 9. Annual Pay Rate Adjustments

- A. The County Board of Commissioners will review the pay plan annually and consider recommendations from the County Manager to adjust the pay plan or pay ranges within the pay plan as needed to reflect changes in the cost of living, to maintain pay rates for County positions at a level comparable with rates paid by other public and private employers, and to take into account the financial conditions of the County. The County will use the data published by the U.S. Department of Labor, Bureau of Labor Statistics and other prevailing scientific data.

- B. It shall be the policy of the County to annually review the compensation of its elected officials (Sheriff, Register of Deeds, and County Commissioners) by adjusting the base salary of each official by the combination of the amount of the annual Cost of Living adjustment budgeted annually by the County Commissioners for all other County employees and the established annual target pay for performance adjustment, when applicable, for all County employees as authorized by the County Commissioners in its annual budget approval process. The intent of this action is to assure the compensation for all the County's elected officials remains consistent with those of other government jurisdictions of comparable size and structure.

Section 10. Salary Adjustments

The County Manager shall be responsible for implementing all salary adjustments. Employees shall be advised of all salary adjustments.

- A. Salary adjustments may occur as a result of the following:
 - 1. **Merit-based Increase:** A merit increase is awarded in conjunction with the County's pay for performance system. Merit-based increases are effective on the date determined by the County Manager. Merit increases are based on individual employees' performance evaluation ratings. All documentation must be received before the payroll deadline date that is 5:00 PM on the last Friday of the pay period in which the increase is due.

 - 2. **Promotion:** An employee who is promoted to a position classification with a higher salary grade may receive up to a ten (10) percent pay increase in base pay or an increase to the minimum rate of the new pay range, whichever is higher, as long as the increase is consistent with the compensation plan, and the new pay rate does not exceed the maximum pay rate established for the pay range. Pay increases that exceed the minimum of the new pay range, or ten (10) percent, whichever is higher, but do not exceed the maximum pay rate established for the new pay range, can be approved by the County Manager if

written documentation is provided to justify the increase by the Department Manager.

3. **Demotion:** An employee may receive a decrease in salary due to a demotion to a lower salary grade as determined by the Department Manager subject to review and approval by the County Manager. The new salary must fall within the range of the new position classification.
4. **Negotiated Increase:** Other salary increases may be granted with the approval of the County Manager. The County Manager may increase the annual salary of an employee when the employee's position is known to be one that is hard to fill or the market rate exceeds the current rate of pay. The salary increase may not exceed the maximum of the salary range and must be within the current budget.
5. **Voluntary Reassignment:** An employee voluntarily transferring from a position in one class to a position in another class assigned to the same pay range will continue to receive the same salary. When an employee is temporarily transferred from a position in one class to a position assigned to a higher class, the employee may be paid at a higher rate as long as the temporary transfer is in effect. The rate of pay for an employee who requests a voluntary demotion to a job class assigned to a lower pay range will be set at the equivalent rate in the new pay range provided that does not exceed the rate at which the employee was paid in the position from which the employee was voluntarily reassigned. For example, if the employee was paid at 110% of the minimum of the previous pay range, the new pay rate will be 110% of the minimum of the new pay range. If an employee requests a voluntary reassignment to the same vacant position as held previously within six (6) months of a transfer or promotion, it is at the discretion of the Department Manager and approval of the County Manager that the individual may resume their previous position at the same rate of pay as held previously in that position.
6. **Reclassification:** When a position is reclassified to a higher class, the County Manager has the discretion to adjust the salary upward, provided that the adjusted salary does not exceed the maximum of the new salary range, or to leave the salary unchanged except when the salary is below the minimum of the new grade in which case the salary shall be brought up to the minimum of the new salary grade. If the position is reclassified to a lower pay grade and the employee is receiving a salary above the maximum rate established for the new class, the employee's pay will be reduced to the maximum rate established for the new class and maintained at that level until such time as the pay range to which the employee's job class is assigned increases.
7. **Trainee/Work-against to Full Class:** When an employee in a trainee/work-against status meets the minimum requirements for the position (full class), the salary shall be adjusted upward to the minimum of the position classification's salary range, unless otherwise negotiated at the time of hire.

8. **Transfer:** The County Manager may adjust the salary of an employee transferred to a new position within the range as recommended by the Department Manager subject to review and approval.
9. **Cost-of-living Increase:** The Board of Commissioners may grant all regular and permanent employees and/or others a cost-of-living adjustment each fiscal year based on the recommendation of the County Manager based on funds availability.
10. **Interim Appointments:** Employees serving in an interim or acting capacity may receive up to a twenty (20) percent pay increase in base pay or an increase to the minimum rate of the new pay range, whichever is higher, as long as the increase is consistent with the pay plan, and the new pay rate does not exceed the maximum pay rate established for the pay range. Any increase received by an employee for functioning in an interim or acting capacity will cease when the employee no longer functions in that capacity.
11. **Furlough:** In cases where there are insufficient funds to meet payroll, the County Manager has the authority to place employees in a leave without pay status.

Any deviation from the pay practices detailed in this section must be requested in writing by the respective Department Manager and approved by the Human Resources Director and County Manager.

- B. Merit and/or pay increases as a result of pay grade reclassifications/promotion will be made on a percentage basis, as applicable and as approved by the Board of County Commissioners and recommended by the County Manager.
 1. The total amount budgeted for pay increases as a result of pay grade reclassification, promotion, merit or cost-of-living is based on market studies and is a percent target, exclusive of approved service options.
 2. Employees who have served the County in a regular position for twelve (12) months or greater shall be eligible to receive not more than a six (6) percent increase in salary as a result of pay grade reclassification/promotion or be paid at the minimum of the new pay grade, whichever is greater with the recommendation of the Department Manager and approval of the County Manager unless otherwise authorized by the County Manager. Such pay increase shall be made on the first full pay period after reclassification and shall not change the employee's merit pay evaluation date unless the employee's supervisor changes.
 3. Employees who have served the County in a regular position for less than twelve (12) months shall be eligible to receive not more than a three (3)

- percent increase in salary as a result of pay grade reclassification/promotion or be paid at the minimum of the new pay grade, whichever is greater with the recommendation of the Department Manager and approval of the County Manager unless otherwise authorized by the County Manager. Such pay increase shall be made on the first full pay period after reclassification and shall change the employees' merit evaluation date to twelve (12) months after the first full pay period.
4. The maximum combined merit increase and increase as a result of pay grade reclassification/promotion which any individual employee can receive is six (6) percent, or to the minimum of the new pay grade, whichever is greater unless otherwise authorized by the County Manager. The only exceptions to this limitation would be where elected officials (Sheriff/Register of Deeds) make adjustments based on workload as approved by the Board of County Commissioners and recommended by the County Manager.
 5. Regular employees who have worked for the County for at least twelve (12) consecutive months shall receive an annual performance evaluation on a date to be determined by the County Manager. The exceptions to the administration of this policy are:
 - A. Employees who have been promoted, demoted, transferred or otherwise changed employment status with a salary change and a supervisor change during the prior twelve (12) month period and as a consequence, experience a change in their anniversary date(s). These employees will be evaluated on their new anniversary date(s).
 - B. Elected and appointed officials are encouraged to conduct evaluations in accordance with the County's evaluation schedule for other departments.
 - C. The County has standardized electronic performance appraisal forms and instructions on their use. All must use these forms in order to be eligible to receive a raise with the exception of elected officials and appointed employees.
 6. No pay increase shall exceed the maximum of the respective pay grade.
 7. All pay increases are subject to the approval of the County Manager and must be within the approved budget of the respective department.
 8. In lieu of a merit pay increase, the County Manager may recommend a one-time bonus for merit. The Board of Commissioners will approve the bonus plan as part of the Budget Ordinance. The County Manager shall be responsible for developing procedures for implementing the merit bonus plan once the Board of County Commissioners approves the budget. Bonus pay is

not considered a part of annual pay for reclassification and pay purposes, nor is it to be recorded in personnel records as part of the annual base salary.

Section 11. Part-time and Temporary Employee Compensation

The compensation plan established by this policy is for full-time service. An employee appointed for less than full-time service will be paid using the same compensation plan; however, it will be converted to an hourly rate of pay. The County Manager shall review the compensation of part-time and temporary employees without regular status annually in the budget process, and make recommendations to be considered for approval by the Board of Commissioners.

Section 12. Overtime Pay and Compensatory Time

It is Pender County's policy to comply with the provisions of the Fair Labor Standards Act (FLSA) and to prohibit improper deductions from pay, whether for lack of work or for any other reason. The Human Resources Director is assigned responsibility to designate each County job class as exempt or non-exempt in accordance with the provisions of the Fair Labor Standards Act (FLSA).

All prohibitions of retaliation and discrimination specifically set forth in 29 U.S.C. 215 will be strictly adhered to by all agents of the County. Employees in an exempt job class will not be compensated in any way for hours worked over 40 hours in a workweek. Non-exempt employees are strictly prohibited from volunteering to work overtime without receiving compensation.

It is the policy of Pender County that wherever possible, that overtime work performed by non-exempt employees shall be compensated with time and a half compensatory time.

A. **Hours Worked:** Hours worked is the time for which an employee is entitled to compensation under the FLSA. The following further expands on what is and is not considered hours worked for the purpose of calculating overtime compensation:

1. Vacation, sick, compensatory time, holiday leave and unpaid meal breaks will not be considered hours worked for FLSA purposes.
2. Training-related time, either to increase efficiency or as required by the employer, is counted as hours worked. Time relating to training and educational seminars attended voluntarily by the employee that are not related to the performance of job duties is not considered hours worked.
3. Time spent by an employee during the regular workday adjusting a grievance under the County grievance policy is considered hours worked.
4. All travel time that is required by the County other than the normal commuting time between home and job is considered hours worked.

5. Paid rest breaks held in accordance with these employee personnel policies are considered hours worked.
- B. All employees in a non-exempt job class will earn compensatory time at the rate of one and one-half (1 ½) hours for each hour worked over forty (40) in a workweek. Annual leave, holidays, sick leave or any other paid leave time do not toward “hours worked” for purposes of computing overtime or compensatory time.
- C. For information regarding overtime compensation, please see [Article II Section 18](#) and [Article II Section 20](#).
- D. The employee’s Department Manager or a supervisor who has been designated by the Department Manager to make such decisions must authorize all overtime and compensatory time in advance. The County has the right to adjust work schedules to stay within the budget constraints. Accumulated compensatory time shall not be converted to any other form of paid leave or donated as shared leave.

Employees may request and use compensatory leave time off in the same manner as other leave requests. Compensatory time shall be exhausted before any other type of paid leave can be used. Employees shall be permitted to use such time off within a “reasonable period” if the use of the compensatory time off does not “unduly disrupt” the operations of the department. Department Managers will be responsible for administering the compensatory policy by allowing employees to take accrued compensatory time in a timely manner so that compensatory time will not accrue to excessive levels. In an effort to avoid the 240 compensatory time limit established by FLSA, any compensatory balance over 180 will be paid out to a zero balance. All compensatory time shall be marked as such on official timesheets, both when it is earned and when it is taken. The employee will be responsible for providing an accurate accounting of compensatory time earned and taken, and the Department Manager, or their designee, will sign off on all timesheets with compensatory time entries. The Finance Office maintains compensatory time records.

- E. **Exempt Employees:** FLSA exempt employees may not receive compensatory time for working beyond forty (40) hours in a single workweek. Department Managers may award administrative leave time to exempt employees only if they are working beyond fifty (50) hours in a workweek due to a project with time constraints or an emergency. The amount of administrative leave time that may be awarded shall not be in excess of one-half (1/2) the hours worked beyond fifty. Exempt employee administrative leave time is not paid out for any reason and is expected to be used within a 30 day period of award unless otherwise requested.
- F. **Overtime Payments:** The County Manager or the manager’s designee may authorize payment of overtime when the maximum compensatory time accumulation has been reached or in emergency situations. Employees or classes of employees may be granted standing authorization for overtime payments by written authorization of the County Manager or the manager’s designee. All compensatory

time remaining on a non-exempt employee's leave record shall be compensated at the employee's current rate of pay upon separation.

Section 13. Payroll Deductions

Only payroll deductions specifically mandated or authorized by applicable federal and state laws and regulations or approved by the County Board of Commissioners may be deducted from employee pay each pay period. The employee must authorize all voluntary deductions. Deductions which are required by law shall be deducted from employees' pay and shall include:

- A. Federal Income Tax
- B. State Income Tax
- C. Social Security/Medicare
- D. North Carolina Local Government Employee's Retirement System (where applicable)
- E. Garnishments

In the event that the County becomes aware of a deduction that may have been made improperly, the County will fully investigate the situation and reimburse any employees who had improper deductions from their pay and take actions to prevent continued improper deductions.

Section 14. Advance on Wages

There shall be no advance on wages and no paycheck will be released early.

Section 15. Longevity Pay

In addition to regular wages, a longevity payment will be made annually in recognition of long-term service of regular or permanent full-time employees who have served at least five (5) continuous years with Pender County in a regular or permanent full-time position. Annual longevity pay amounts are calculated based upon the length of continuous Pender County service and a percentage of the employee's annual rate of base pay on the date of eligibility. Longevity rates are as follows:

Years of Continuous Service	Longevity Pay Rate
5 years but less than 10 years	1.00%
10 years but less than 15 years	1.50%
15 years but less than 20 years	2.25%
20 years but less than 25 years	3.25%
25 or more years	4.50%

Employees must be actively employed by Pender County on their eligibility date (hire date) to receive longevity pay. Longevity pay is not considered a part of annual pay for



RFP: Classification and Compensation Study and Benefits Survey

200713-102

ADDENDUM 1 - Questions and Answers

July 23, 2020

NOTICE: The Request for Proposals (RFP) is modified as set forth in this Addendum. The original RFP Documents and any previously issued addenda remain in full force and effect, except as modified by this Addendum, which is hereby made part of the RFP. Respondent shall take this Addendum into consideration when preparing and submitting its Proposal.

QUESTIONS AND ANSWERS

Question 1: Is there any flexibility in the date by which the County would like to have the study completed?

Answer 1: Yes, there is flexibility up to a 3-week extension (Jan. 13th, 2021)

REVISED PROPOSED SCHEDULE

Activity	Deadline Date
Advertisement of Request for Proposal	July 13, 2020
Deadline for submission of questions	2:00 pm EST, July 21, 2020
Answers provided to questions	July 23, 2020
Deadline for submission of proposals	2:00 pm EST, July 30, 2020 Pender County Human Resources, ATTN: Jennifer Kimler By Mail: PO Box 5, Burgaw NC 28425 By Courier: 801 S. Walker Street, Burgaw NC 28425 Electronic copy: jkimler@pendercountync.gov
Award of Contract	August 17, 2020
Completion of Work	January 13, 2021

Question 2: Are the County’s classification descriptions up to date?

Answer 2: Classifications would need to be evaluated and updated.

Question 3: Due to the ongoing Coronavirus pandemic, will the County accept electronic submissions only or does the County still require a hard copy proposal submission?

Answer 3: The County will not require a hard copy of the proposal submission due to COVID-19.

REVISED INSTRUCTIONS FOR SUBMITTING PROPOSALS

FIVE (5) **OPTIONAL** HARD COPIES AND ONE ELECTRONIC COPY OF THE PROPOSAL MUST BE RECEIVED UP TO THE HOUR OF 2:00 PM EST, THURSDAY, JULY 30TH, 2020.

Emailed/Sealed proposals must be received by the Pender County Human Resources Department no later than 2:00 pm EST on July 30th, 2020. **Optional** hard copy proposals may be mailed or hand-delivered to:

Pender County Human Resources, ATTN: Jennifer Kimler
By Mail: PO Box 5, Burgaw NC 28425
By Courier: 801 S. Walker Street, Burgaw NC 28425
Electronic copy: jkimler@pendercountync.gov

Label “**RFP # 200713-102: Classification and Compensation Study and Benefits Survey 2020**”

TIMELY **ELECTRONIC/EMAILED SUBMISSION ONLY IS ACCEPTABLE DUE TO COVID-19.**

It is the bidder’s responsibility to ensure the bid is received prior to the bid acceptance time. Late bids will not be accepted. The County reserves the right to accept or reject all or any part of any proposal, waive informalities and award the contract to best serve the interest of the County.

Question 4: Are the job descriptions up to date and accurate? If not, Does the County want the consultant to update job descriptions?

Answer 4: Yes, the County does want the consultant to update the job descriptions.

Question 5: Does the County currently utilize a job evaluation system to maintain internal equity? If not, is the County interested in implementing a job evaluation system?

Answer 5: The County currently utilizes a job evaluation manual but would be interested in implementing a new job evaluation system.

Question 6: Does the County anticipate the use of a custom survey or will data be accessed through information available through peer websites/other sources?

Answer 6: The County is open to either option as long as the data is from July 1,2020.

Question 7: Due to COVID-19, our staff is currently working remotely. Per the RFP, we understand electronic copies are to be emailed and 5 hard copies are to be sent via courier. Will the County accept the proposal via email exclusively in lieu of hard copies?

Answer 7: The County will not require a hard copy of the proposal submission due to COVID-19. See updates in Answer 3.

Question 8: Does the County have a budget amount for this project?

Answer 8: Yes, the County has a budget for this project.

Question 9: Could you please confirm that you are requesting a classification and compensation study (not a custom survey) for “comparable local governments and private employers in various markets for which the County competes for labor supply. Whether the County is looking for us to create a survey in Survey Monkey or some other tool and send it to a list of similar organizations to collect comp data, or whether the data already exists for other Counties/Towns/organizations similar to the charts that you included at the end of your RFP. Stated a different way, which of the following options aligns with your request: Option A: Proposer and the County collaborate to create a list of organizations with which to compare the County’s comp data. Proposer creates a survey in Survey Monkey and distributes that survey to the list of organizations. Proposer uses the resulting data to do the comparison with County compensation. Option B: Proposer and the County collaborate to create a list of organizations with which to compare the County’s comp data. Proposer finds data on these organizations (already existing) such as Pay & Classification Plans and Salary Schedules. Proposer then uses that data to do the comparison with County compensation. Option C: Perhaps a combination of Options A & B?

Answer 9: Yes, the County is requesting a classification and compensation study and is open to either option as long as the data is from July 1, 2020.

Addendum 1 is being issued to further clarify and specify all services sought from the successful proposer, to notify that only an electronic copy of the proposal is acceptable, and to extend the date for completion of the project. – END –



RFP: Classification and Compensation Study and Benefits Survey

200713-102

ADDENDUM 2 – Modification of Scope and Extension of Due Date

July 29, 2020

NOTICE: *The Request for Proposals (RFP) is modified as set forth in this Addendum. The original RFP Documents and any previously issued addenda remain in full force and effect, except as modified by this Addendum, which is hereby made part of the RFP. Respondent shall take this Addendum into consideration when preparing and submitting its Proposal.*

In an effort to be more cost-effective Pender County is amending this RFP.

Items that are being removed from the initial request are:

- (Scope of Services 4-j) Fair Labor Standards Act (FLSA) designation for each job title/classification.
- (Scope of Services 4-k) Class/position descriptions in a standardized format that include at a minimum a classification summary; listing of essential duties; required education, training, and experience; and required knowledge, skills, abilities (KSAs) for each position class.

In addition, Pender County requests the following work to be quoted separately from the remainder of the RFP.

- (Scope of Services 6) Provide a procedure manual and training for Human Resources staff (approximately 4) enabling them to maintain the recommended classification and compensation plan. This includes the methodology for position grading or “pointing.” All data and forms will include position questionnaire forms, position grading or pointing worksheets (paper or electronic), raw data, electronic databases, etc. This will be provided to Pender County HR to assist in the understanding and training of the position grading, pointing methodology, or system.

With consideration to this addendum, we have added an opportunity for additional questions to be submitted/answered, as well as extended our submission deadline to 2:00 pm EST on August 6th, 2020.

REVISED PROPOSED SCHEDULE

Activity	Deadline Date
Advertisement of Request for Proposal	July 13, 2020
Deadline for submission of questions	2:00 pm EST, July 21, 2020
Answers provided to questions	July 23, 2020
Deadline for submission of additional questions	2:00 pm EST, July 31, 2020
Answers provided to additional questions	August 3, 2020
Deadline for submission of proposals	2:00 pm EST, August 6, 2020 Pender County Human Resources, ATTN: Jennifer Kimler By Mail: PO Box 5, Burgaw NC 28425 By Courier: 801 S. Walker Street, Burgaw NC 28425 Electronic copy: jkimler@pendercountync.gov
Award of Contract	August 17, 2020
Completion of Work	January 13, 2021

Addendum 2 is being issued to modify the scope of services, allow for additional questions and to extend the date for responses to the RFP. – **END** –