

December 10, 1993
93-890S1.SS (dd)

Introduced by: Sims

Proposed No.: 93-890

MOTION NO. 9182

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35

A MOTION establishing philosophy for the development of a new classification and compensation plan for executive branch employees.

WHEREAS, Motion 9106 was adopted by the King County Council on August 23, 1993, and

WHEREAS, Motion 9106 requested preparation and transmittal of a detailed work program, schedule and policies to guide the development of a comprehensive classification and compensation plan for all employees of the executive branch of the newly consolidated government, and

WHEREAS, the executive formed a human resources guidance committee with representation from the King County and Metro division managers and human resources departments, labor unions and King County Council, and

WHEREAS, the human resources guidance committee was asked to recommend proposed policies, work program and schedule for the development of a new comprehensive classification and compensation plan; and

WHEREAS, the human resources guidance committee has forwarded policy recommendations related to development of the new classification and compensation plans to the executive and council, and

WHEREAS, the human resources guidance committee has also recommended policies to guide human resources management in the newly consolidated government as a framework for development of the new classification and compensation system, and

WHEREAS, the human resources guidance committee will transmit by January 31, 1994 to the executive and council a detailed work program and schedule for the development of the new system, and

WHEREAS, the council generally agrees with the recommended policies but desires to review and approve certain elements of the work program as they are completed in order to reaffirm the

1 direction provided in the policies or reissue the direction if
2 deemed necessary by the council;

3 NOW, THEREFORE BE IT MOVED by the Council of King County:

4 A. Exhibit A hereto is hereby adopted as the philosophy
5 and objectives for development of a new human resources
6 management system, of which the classification and compensation
7 plan are key elements.

8 B. The objectives and guidelines contained in Exhibit B
9 hereto are hereby adopted and shall guide the development of
10 the new comprehensive classification and compensation plan for
11 county government.

12 C. The executive is requested to develop and transmit to
13 the council by December 31, 1993, a work program and schedule
14 for the development of the new comprehensive classification and
15 compensation plan for the executive branch of county
16 government. The work program and schedule shall identify key
17 elements for council review and approval. These elements shall
18 include, at a minimum, the actual markets proposed to determine
19 salaries for non-represented positions, the percentile proposed
20 to set salaries relative to the market and the methods proposed
21 to reward longevity and performance.

22 PASSED this 13th day of December, 1993.

23 KING COUNTY COUNCIL
24 KING COUNTY, WASHINGTON

25 Henry J. Meyer
26 Chair
27

28 ATTEST:

28 Gerald A. Peterson
29 Clerk of the Council

30 Attachments:

- 31 1) Exhibit A - Philosophy for New Executive Branch Human
- 32 Resources Management System
- 33 2) Exhibit B - Objectives and Guidelines for Development
- 34 of New Executive Branch Classification and
- 35 Compensation Plans

EXHIBIT A
TO MOTION ~~9182~~

**PHILOSOPHY FOR NEW EXECUTIVE BRANCH HUMAN RESOURCES
MANAGEMENT SYSTEM**

The King County human resources management system will reflect the positive value King County places on people and high quality public services. Therefore, the human resources management system will be designed to support the business of King County in providing excellent service to its citizens.

As one of the largest employers in the region, King County government has a responsibility to enrich the social and economic vitality of the region. The human resources management system will enable the county to carry out this responsibility by:

1. Promoting continuous development by work groups of new effective and efficient ways to improve services to internal and external customers;
2. Providing a positive environment and the resources necessary to enable employees to work creatively, take risks and continue to learn and grow;
3. Promoting collaborative relationships within county government;
4. Promoting diversity at all levels in the county workforce;
5. Being fair to all employees;
6. Promoting a collaborative relationship between labor and management; and
7. Serving as a positive role model for the community.

EXHIBIT B
to MOTION **9182**

**OBJECTIVES AND GUIDELINES FOR DEVELOPMENT OF NEW EXECUTIVE BRANCH
CLASSIFICATION AND COMPENSATION PLANS**

In support of the Council-adopted human resources management system philosophy and objectives, the classification and compensation systems will achieve the following objectives in a fiscally prudent manner:

1. Classify jobs and compensate employees in ways which meet work group needs and can change as business needs change;
2. Positively reinforce employee behavior that supports continuous development of new effective and efficient ways to improve services to customers;
3. Reward employees who are motivated, accept responsibility and authority and are involved;
4. Reward employees who continue to grow and develop new skills over time;
5. Recognize the need for flexibility and adapt to meet the varying needs and/or preferences of employees;
6. Be implemented equitably across all groups of employees;
7. Be developed collaboratively in partnership with employees and their representatives;
8. Recognize the value of investing in employees.

The following statements shall further guide the development of the new classification and compensation system:

1. Equal pay for equal work is recognized as a legal requirement. The county's commitment to equal pay for equal work is reaffirmed.
2. Each classification shall have a salary range consisting of a minimum salary and a maximum salary. Each range should be based primarily on analysis of the appropriate labor market for each occupational group and adjustments will be made to ensure internal alignment. The width of the ranges may vary based on multiple factors. In some occupations, the appropriate range may be a flat rate.

3. A salary schedule is a grid consisting of a series of ranges which could include steps within the ranges or could allow for open progression through the ranges. The width of ranges may vary based upon multiple factors. Separate salary schedules may be established for different occupational groups and for top management.
4. Compensation shall be established through an analysis of compensation data obtained from comparable employers with positions performing similar work, with a focus on the skills and attributes the county requires and would like to attract and retain. Other factors considered in establishing compensation levels shall include comparable worth and internal equity.
 - a. For represented units, the county will utilize a collaborative process with the bargaining representatives to select markets to be surveyed, starting with the local market and then expanding pursuant to specific agreed upon criteria, and to analyze information received that will be relied upon for bargaining.
 - b. For nonrepresented groups, market analysis will be conducted at least every three years or more frequently if necessary. Criteria for expanding market analysis beyond the local public sector include:
 - (1) There are an insufficient number of qualified local candidates;
 - (2) There are an insufficient number of comparable employers.
5. Base pay represents the value of the job in the organization. Movement through the range will be based on time in the job. Base pay will not be used as a disciplinary tool. A performance management system with clear performance objectives and regular feedback systems will be established. This will allow the county to reward high performance and create mechanisms for corrective action.
6. The county should allow performance reward systems as incentives to employees to achieve organizational goals. These incentives can be developed at the organizational or work unit level. When performance pay is used as a performance reward, it shall not be considered to be part of the employee's base pay.
7. Innovative pay and classification programs such as career paths, job progression systems and skill-based pay systems which support both opportunities for employee growth and development, as well as increase productivity and efficiency, will be encouraged.

8. Elements of compensation which should be measured in market surveys are: base wages, deferred compensation, vacation, sick leave, benefits (medical, dental, insurance, disability insurance, vision), holidays, benefit time (holiday, vacation, sick leave), longevity, education incentive, premium pay (team pay, hazard pay, lead pay, shift differential), nonvariable incentive pay (reward for organizational, group or individual performance), allowances (uniform, equipment, auto, cleaning, etc.), skill-based wages, nonvariable merit pay, retirement/pension, bonuses, family leave, dependent care, license fees, severance pay, commute trip reduction strategies (e.g., bus passes).