

POLICY AND PROCEDURE	
SUBJECT/TITLE:	Compensation Program
APPLICABILITY:	All Staff
CONTACT PERSON & DIVISION:	Health Commissioner, Administration
ORIGINAL DATE ADOPTED:	07/18/2018
LATEST EFFECTIVE DATE:	05/28/2024
REVIEW FREQUENCY:	Three Years
BOARD APPROVAL DATE:	05/28/2024
REFERENCE NUMBER:	800-030-P

A. PURPOSE

This document describes the compensation program and pay structure for Canton City Public Health (CCPH) employees.

B. POLICY

The Board of Health will adopt, by resolution, a compensation policy applicable to all employees at Canton City Public Health.

C. BACKGROUND

The Canton City Board of Health desires to fairly compensate all employees for their work and recognizes that employees at Canton City Public Health have been working diligently to serve the Canton community by preventing the spread of disease, promoting health, and protecting the community from harm. Additionally, pay has been identified as a key element of job satisfaction for department employees over several cycles of employee surveys. The current salary schedule and compensation practices have not had a significant update since 2006, which has made it difficult to recruit and retain staff within these compensation practices. As a recurring theme in employee satisfaction, these findings led to including a strategic goal of the workforce development plan to include a review and revision of the salary structure.

To this end, the following key activities to create a competitive compensation program were completed: 1) the development of a tool to evaluate job descriptions to build a hierarchy of positions within the department; 2) a market analysis of compensation in similar public organizations was conducted; 3) a salary structure based on the job hierarchy and market analysis was recommended and 4) a method to move current employees into the new salary structure was recommended.

Between 2022 and 2024, the Board of Health and City of Canton Administration reviewed the compensation program proposal. A new compensation program was adopted by the Board of Health (Resolution Number 2024-04 on 05/08/2024). This policy document describes the new compensation program.

D. GLOSSARY OF TERMS

CCPH Point Factor Valuation Tool (Point Factor Tool) – A tool used to evaluate an approved position description to aid in the assignment of the position into a pay grade (800-030-01-A_CCPH Point Factor Valuation Tool).

Consumer Price Index (CPI) – A measure of the rise in consumer prices for households by the Bureau of Labor Statistics.

Cost of living adjustment (COLA) – Increase in compensation for employees intended to help employees maintain the value of their compensation against inflation. These increases are across-the-board increases for employees that are not based on job performance, so are separate from merit or longevity increases. COLA are typically based on the CPI and are set by City Administration.

Job Hierarchy document – A spreadsheet format document that summarizes the point values from the Point Factor Tool for each position in the department. This document is stored at L:\Admin folder to be accessed by Administration.

Merit increase - Increase in compensation for an employee based on their job performance.

Pay grade– A pay classification as determined by the Board of Health.

Position Classification Schedule – A list of all position classifications (i.e. position titles) in Canton City Public Health that specifies the pay grade of each position classification, the allowed number of employees that can be hired into each position classification, and the three-digit position number appointed by the City of Canton Auditor’s Office. This document is required for all City Departments.

Salary adjustment – An adjustment, increase or decrease, of an employee’s compensation due to a change in the organization’s compensation program, pay grade assignment to the employee’s job position, or other organization decision. It is not related to the employee applying for and accepting a different job position.

Wage or salary – Compensation paid to an employee. This can be expressed as an hourly wage (amount/hour) or as an annual salary. These terms are used interchangeably. Hourly wage is calculated by dividing the annual salary by 2,080 hours and rounding up to the nearest four decimal points consistent with direction from the City of Canton Auditor’s Office.

E. PROCEDURES & STANDARD OPERATING GUIDELINES

1. COMPENSATION PROGRAM

The compensation program consists of this policy, the Pay Grades and the Position Classification Schedule. The compensation program applies to all employees of Canton City Public Health and supersedes all previous compensation programs, position classification schedules and salary structures.

a. PAY GRADES

The Pay Grades is a pay structure that consists of a series of twelve pay grades (A through L). Pay grades consist of assigned salary ranges with a minimum wage and a maximum wage. The salary minimum and maximum wages are expressed as both hourly rates rounded to the nearest four decimal points and annual salaries, based on full-time equivalent hours (2,080 hours per year) of the hourly rate. The hourly rate applies to both full-time and part-time positions in the pay grade. Each position is assigned a pay grade as described by this policy. There are no “steps” in this pay structure. An employee's wage cannot be less than the minimum of the pay grade nor exceed the maximum amount for a pay grade unless authorized by the Board of Health as an exception.

The Board of Health approves the pay grades. The approved pay grades will be posted on the CCPH Employee Information portal.

b. **ASSIGNING OF PAY GRADES TO POSITIONS**

A pay grade is assigned to each approved position for the department. Pay grades are assigned based on several factors, including the point value total assigned by the Point Factor Tool and a comparison to similar positions in the department. For new or revised positions, this process is applied to the draft position description with a proposal of the pay grade assignment by the Health Commissioner, designee or consultant with the goal of the same person(s) doing this work for consistency. 800-030-02-F_Pay Grade Assignment Worksheet will be used to document the work; the completed forms will be stored in L:\Admin folder. The Board of Health will approve the assignment of the pay grade as part of the position description approval and Position Classification Schedule approval.

The approved pay grade assignments are listed in the position classification schedule, which will be posted on the CCPH Employee Information portal. All revisions to the position classification schedule are approved by the Board of Health.

c. **POINT FACTOR TOOL**

Attachment 800-030-01-A CCPH Point Factor Valuation Tool is the Point Factor Tool. The Point Factor Tool is a standardized method to evaluate a position description. The essential duties and the minimum qualifications of the position contained in the position description are analyzed based on nine compensable criteria as described in the tool. Each criterion consists of a description of the compensable factor, a series of levels of the compensable factor and a point value assigned to the level. Once the position description is evaluated, a total point value is assigned to the position description. The position's point values are added to the job hierarchy document to evaluate the relative position hierarchy within the department. It is one of the factors used to recommend a pay grade assignment. This process was completed by the consultant in 2022 to ensure consistency and limit bias. For new or updated position descriptions since 2022, this process is applied to the draft position description pending Board of Health approval by the Health Commissioner, designee or Consultant with the goal of the same person(s) doing this work for consistency and limited bias. 800-030-02-F_Pay Grade Assignment Worksheet will be used to document the work as described in E.1.b. and the values will be added to the job hierarchy document so that it contains a summary of the Point Factor Tool results for each position.

2. **IMPLEMENTATION OF COMPENSATION PROGRAM**

- a. A one-time use process was developed to determine the pay assignment for existing employees to move them into the new 2024 pay grade assignments. This process is part of Resolution 2024-04.
- b. For future pay grade revisions, assignment of pay for existing employees will be as follows:
 - i. Calculate the percent difference in the minimum salary of the current pay grade assignment to the new pay grade assignment. This will provide the adjustment percent.
 - ii. Apply the adjustment percent to the employee's current salary. That will be the employee's new salary in the new pay grade.

c. Determination of starting pay for new hires

Starting pay for new hires will be at least the minimum salary of the pay grade assignment for the position. Minimum salaries reflect the minimum qualifications of the position. If a candidate has credentials or work experience above the minimum qualifications, their pay may be adjusted up to 10% above the minimum pay. The Board of Health will be provided the pay recommendation for the new hire during the request to hire the candidate. The Board of Health approves all pay assignments for new hires.

d. Probation

- i. At least a 90-day probationary period will be assigned to each new hire or change in position.
- ii. If a salary raise and/or COLA are approved for the year, the raise and/or COLA will apply to all staff, including those in their probationary period.
- iii. There is no specific increase in pay related to the completion of the probationary period.

e. Promotions

A promotion is when an employee applies for and accepts a new position with the department that is a higher pay grade than their previous position. The pay for a promotion (changing to a position in a higher pay grade) shall be determined as follows:

- i. Calculate the percent difference in the minimum salary of the current pay grade assignment to the new pay grade assignment. This will provide the promotion adjustment percent.
- ii. Apply the promotion adjustment percent to the employee's current salary. That will be the employee's new salary in the promoted position.
- iii. The new pay shall not be less than the minimum salary or more than the maximum salary of the new pay grade assignment.

f. Determination of Compensation Increases and Raises

- i. This pay structure does not have "steps."
- ii. All increases in compensation are determined by criteria established by the Board of Health.
- iii. It is anticipated, but not guaranteed, that there will be an annual increase applied to all employees consisting of any combination of cost of living adjustment (COLA), merit raise or salary adjustment.

g. Other

- i. All wages and salary assigned to an employee will be approved by the Board of Health.
- ii. At no time shall an employee's salary be higher than the maximum salary of their assigned pay grade. If a salary increase would cause an employee to exceed the maximum salary of their assigned pay grade, the employee's salary shall be set equal to the maximum salary of their assigned pay grade.
- iii. If an existing employee is changed to a new position at the same pay grade, their pay will not change.

- iv. If an existing employee has applied for and accepts a new position at a lower pay grade than their previous position, then their pay will be decreased in a similar fashion as how it would be increased in the case of a promotion. The new pay shall not be less than the minimum salary or more than the maximum salary of the new pay grade assignment. This will prevent pay inequities from occurring.
- v. If a person was previously employed by CCPH but has resigned or retired from that position causing a break of service (no matter the length of the break), and then is rehired at CCPH at a later date, their starting salary shall be set in the same manner as E.2.c. with no consideration of their salary during their prior service with CCPH.
- vi. If CCPH makes an organizational change to a position title and/or job duties due to restructuring or other business decisions but does not require the employee to apply for and accept a new position, no change in pay will be applied. If the pay range of the position is changed to a higher position in this circumstance, a salary adjustment may be considered for employee(s) in the position. If the pay range of the position is changed to a lower position in this circumstance, no change in pay will be applied for the employee(s) in the position.

3. REVISIONS OF COMPENSATION PROGRAM

The pay grades minimum and maximum of the pay grades may be adjusted annually based on the COLA or Consumer Price Index (CPI), similar to how the City of Canton handles their non-bargaining schedule. All revisions to the pay grades shall be approved by the Board of Health prior to adoption. Any adopted revisions to the pay grades shall apply to all employees and supersede all previous versions.

The entire compensation program is scheduled for review every three years to determine if adjustments are needed to continue to have competitive wages for employee recruitment and retention. Reviews and revision may occur sooner if market conditions, funding or other variables are identified that inform such work.

F. CITATIONS & REFERENCES

Position Classification Schedule available on CCPH Employee Information portal

Pay Grades available on CCPH Employee Information portal

Board Resolutions: 2024-04

800-017-P New Hire Recruiting policy available on CCPH Employee Information portal

G. CONTRIBUTORS

The following staff contributed to the authorship of this document:

- 1. Amanda Archer, Health Commissioner
- 2. Terri Dzienis, APC Director

H. APPENDICIES & ATTACHMENTS

800-030-01-A CCPH Point Factor Valuation Tool

I. REFERENCE FORMS

800-030-02-F Pay Grade Assignment Worksheet

J. REVISION & REVIEW HISTORY

Revision Date	Review Date	Author	Notes
TBD [DLT approved 3/21/24]		ALA/TAD	Overhaul of entire policy to transition from old salary structure policy to new compensation program policy. This included a title change from “salary structure” to “compensation program”.
5/28/24	5/28/24	Amanda Archer	Removed sentence in Section E(2)(c), “ <i>Requested pay adjustments above 10% of the minimum pay are at the sole discretion of the Board of Health</i> ” by majority vote. Also amended section E(2)(d)(ii) to clarify language regarding receipt of COLA or raise increase.

K. APPROVAL

This document has been approved in accordance with the “800-001-P Standards for Writing and Approving PPSOGFs” procedure as of the effective date listed above.