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1.0 Salaries and Wages

Salaries and wages for employees of the East Multnomah Soil and Water Conservation District (EMSWCD) shall fall within the ranges for the job families and job classifications as indicated in the table below.

Salaries and wages for new employees who meet the baseline requirements for positions will typically be set at the minimum level of the job classification for the positions employees are filling. Negotiated starting salaries or wages above the minimum are possible due to:

- Post-graduate, relevant education above and beyond baseline requirements;
- Work-related experience above and beyond baseline requirements;
- Relevant professional certifications and licenses above and beyond baseline requirements;
- Fluency in additional languages above and beyond baseline requirements; and
- Extenuating circumstances, such as job market competition.

Regular full-time salaried employees receive a fixed monthly salary based on 173.33 hours per month. Regular full-time hourly employees are paid for 40 hours per week.

When reclassifications occur for existing employees, new salary levels will normally be set at the minimum for the new position classification unless the conditions above (for negotiated starting salaries or wages above the minimum) apply.



| Job Family | Job Classifications | | 2020-2021 Salary and Wage Schedule ¹ | | |
|----------------|---------------------|---|---|---------|---------|
| | | | Min | Mid | Max |
| ADMINISTRATION | A5 | Executive Director ² | 103,855 | 124,049 | 144,243 |
| | A4 | Administration Program Supervisor / Chief of Finance & Operations | 78,468 | 98,085 | 117,702 |
| | A3 | Senior Administrator | 53,958 | 64,621 | 75,283 |
| | A2.5 | Administrative Specialist ³ | 50,370 | 58,909 | 67,460 |
| | A2 | Administrative Specialist | 47,081 | 55,389 | 63,698 |
| | A1 | Administrative Technician | 40,157 | 46,158 | 52,158 |
| | AT | Administrative Trainee / Seasonal | 32,553 | 35,772 | 38,992 |
| CONSERVATION | C5 | Conservation Program Supervisor | 69,237 | 86,546 | 103,855 |
| | C4 | Conservation Program Manager | 66,034 | 80,776 | 95,518 |
| | C3 | Senior Conservationist | 61,667 | 73,852 | 86,038 |
| | C2 | Conservation Specialist | 53,947 | 63,467 | 72,987 |
| | C1 | Conservation Technician | 47,185 | 54,235 | 61,286 |
| | CT | Conservation Trainee / Seasonal | 39,378 | 43,273 | 47,167 |

Amounts shown for AT/CT and A1/C1 classifications are annual totals based on an hourly wage for a single work year consisting of 2080 hours.

Amounts shown for A2/C2 classifications may also be annual totals based on an hourly wage for a single work year consisting of 2080 hours. However, A2/C2 positions may be determined to be professional-level positions that are salaried, in which case the amounts shown indicate the annual salary for the position.

The A2.5, A3/C3, A4/C4, A5/C5 job classifications are professional-level positions and thus the amounts shown indicate the annual salary for each job class.

¹ Policy and salary ranges originally approved by the EMSWCD Board of Directors on October 6, 2014; last updated August 2020.

² ED salary range originally approved by the EMSWCD Board of Directors on 1/13/2014.

³ The A2.5 Administrative Specialist/Graphic Illustrator position and salary originally approved by the EMSWCD Board of Directors on May 4, 2015.



2.0 Salary versus Wage Determination

When establishing new A2 and C2 positions, and when making major substantive changes to existing A2 and C2 job position descriptions, supervisors must complete an “Exempt Employee Determination” (forms kept on file) to determine whether the employee will receive a monthly salary or an hourly wage. This determination is based on guidance provided by the Oregon Bureau of Labor and Industries.

3.0 Salary and Wage Schedule Adjustments to Account for Inflation

To account for inflation, the entire salary and wage schedule shall be updated in July of each year in accordance with the CPI-W West – Size A Index measured utilizing the average of the monthly CPI index for the 12 months of the preceding fiscal year (July 1 – June 30). A minimum of 1.25% annual adjustment shall be made should the index fall below 1.25%. A maximum of 2.95% annual adjustment shall be made should the index exceed 2.95%.⁴

4.0 Merit-based Salary and Wage Determinations

The Executive Director and Program Supervisors shall complete annual performance reviews for their direct reports, normally in July of each year. As part of the annual performance review process, the Executive Director and Program Supervisors shall determine a merit-based salary or wage increase for each direct report after at least one year of full employment.

The standards and associated descriptions in the table below will be used by supervisors to rate performances of direct reports in:

- Completing the deliverables identified in annual work plans;
- Fulfilling the job duties identified in job descriptions; and
- The necessary application of education, training, experience, knowledge, skills, and abilities as identified in job descriptions.

Each employee’s overall standard will be used to determine a merit-based pay increase as indicated in the table. From time to time, there may be specific circumstances that warrant deviation from the schedule below. Circumstances such as this should be thoroughly explained in the performance review documentation. All merit-based increases must be approved by the Executive Director.

⁴ Annual salary and wage schedule adjustment to account for inflation originally approved by the EMSWCD Board of Directors on October 6, 2014.



| Standard | Description | % Pay Increase |
|--------------------|--|--------------------|
| Exceptional | Met relevant general indicators and more specific positive indicators ~>95% of the time. As a result, for nearly all tasks, the direct report performed at an extremely high professional level and no correction was needed from supervisor or others to be considered complete. Other tasks were <i>Great</i> and/or <i>Good</i> . | 3.0% |
| Great | Met relevant general indicators and more specific positive indicators ~85-95% of the time. As a result, for the vast majority of tasks, the direct report performed at a high professional level and little correction was needed from supervisor or others to be considered complete. Other tasks were <i>Exceptional</i> and/or <i>Good</i> . | 2.5% |
| Good | Met relevant general indicators and more specific positive indicators ~70-85% of the time. As a result, for most tasks, the direct report performed at a professional level and a modest amount of correction was needed from supervisor or others to be considered complete. Other tasks were <i>Exceptional</i> , <i>Good</i> , and/or <i>Fair</i> . | 2.0% |
| Fair | <p><u>Minimally acceptable/unacceptable level of performance:</u> Met relevant general indicators and more specific positive indicators ~60-70% of the time. As a result, for most tasks, the direct report performed at a subpar level and a large amount of correction was needed from supervisor or others to be considered complete. Other tasks were <i>Exceptional</i>, <i>Great</i>, <i>Good</i>, and/or <i>Poor</i>.</p> <p>NOTE: When a rating of <i>Fair</i> is given for the first time or in isolation of other <i>Fair</i> ratings (i.e., in non-consecutive order), performance is deemed minimally acceptable, a 1.0% raise is possible, and the supervisor will work with the direct report to improve performance. If <i>Fair</i> is given two consecutive times, performance is deemed unacceptable, a 0.0% merit-based increase will be given, and a <i>Performance Improvement Plan</i> will be established; consistent and increasing improvement must occur within six months.</p> | 1.0% - 0.0% |
| Poor | <p><u>Unacceptable level of performance:</u> Met relevant general indicators and more specific positive indicators ~<60% of the time. As a result, for most tasks, the direct report performed at a subpar level and nearly constant correction was needed from supervisor or others to be considered complete. Other tasks were <i>Exceptional</i>, <i>Great</i>, <i>Good</i>, and/or <i>Fair</i>.</p> <p>A <i>Performance Improvement Plan</i> must be established; immediate improvement must occur for employee to remain in the position.</p> | 0.0% |

5.0 One-time Bumps

EMSWCD may offer one-time salary/wage bumps to employees. A one-time bump can be applied at any time of the year and is normally a permanent increase in salary or wage that is continued into the future. Bumps will only be possible when funding from the general tax base is available.

Discretionary salary/wage bumps may be given to an employee to account for pay inequities across similar job classifications (given similarly situated employees) and/or increased job responsibilities within a job classification. Consideration of bumps will use conditions identified in Section 1.0 to help



determine pay inequities. Bumps may also be awarded due to substantial increase in job responsibilities within the same job classification.

Discretionary bumps shall be approved only by the Executive Director. Employees who depart employment from EMSWCD prior to discretionary bumps actually being paid out, shall not receive said bumps.

6.0 Authorities

Program Supervisors shall recommend exempt employee determinations for each employee in job classifications A2 and C2. The Executive Director must approve each determination.

The Executive Director and Program Supervisors shall recommend merit-based salary and wage increases on an annual basis as part of the annual performance review process for each direct report. The Executive Director must approve each increase. Annual merit-based salary and wage increases cannot result in exceedance of the maximum salary or wage as indicated for each job classification (see exceptions immediately below). This adjustment shall typically be applied as of July 1 of each year.

Salaries and wages cannot exceed the maximum for each job classification unless approved by the Personnel Committee. If the Personnel Committee has not been formed or cannot be convened, exceedances of the maximum salaries and wages must be approved by the full Board of Directors.

Based on data received regarding the CPI-W West-Size A Consumer Price Index, the Chief of Finance & Operations shall determine and the Executive Director shall approve the annual salary and wage schedule adjustment to account for inflation. This adjustment shall apply to all job classifications and shall shift all minimum and the maximum ranges upward by the same percentage amount. The same adjustment shall be applied to each employee's individual salary or wage. This adjustment shall typically be applied as of July 1 of each year.