

SALARY DETERMINATION FOR NON-REPRESENTED EMPLOYEES

Policy Number: HR-411

Effective Date: May 6, 2020

Application: Applies to all non-represented, non-Washington Management Service (WMS), and non-Exempt employees of the **Eastern Washington State Historical Society (EWSHS)**. A separate Salary Determination Policy will cover WMS employees. Members of a collective bargaining unit should reference their applicable collective bargaining agreement.

History: This policy updated the previous version dated February 1, 2017. This replaces previous version HR Policy BP#136. The EWSHS Board of Trustees adopted final changes on May 6, 2020.

NOTE: The agency director reserves the right to make exceptions allowed under civil service rules at any time when it is in the best interest of the agency. **The state human resources director within the office of financial management provides the final approval of an agency's Salary Determination Policy.**

Purpose: To define the agency's salary setting procedures.

Definitions

Agency Director – The director of the **EWSHS** with the authority to set agency direction and implement internal policy.

Appointing Authority – An individual lawfully authorized to appoint, transfer, layoff, reduce, dismiss, suspend or demote employees.

Demotion – Movement of an employee from a position in one class to a position in another class that has a lower salary range maximum.

Director – The state human resources director within the office of financial management.

Elevation – An employer-initiated action that moves an employee to a position in (1) a higher class in which the employee held permanent status prior to a demotion or (2) a class in the same class series which is between the current class and the class from which the employee demoted.

New Employee – An employee that is newly appointed to a Washington State government position.

Periodic Increment Date (PID) – The date upon which an employee is scheduled to move to a higher salary step within the salary range for the current class.

Promotion – The appointment to a class with a higher salary range maximum that results in a salary increase.

Reversion – The voluntary or involuntary movement of an employee during his or her trial service period resulting in placement in a position or on the employer's internal layoff list in accordance with WAC 357-19-115 and 357-19-117.

Premium – Pay added to an employee's base salary on a contingent basis in recognition of special requirements, conditions or circumstances associated with the job.

Reallocation – The assignment of a position to a different class.

Upward Reallocation – The assignment of a position to a class with a higher salary range.

Downward Reallocation – The assignment of a position to a class with a lower salary range.

Reassignment – An employer-initiated move of an employee within the employer from one position to another in the same class.

Transfer – An employee-initiated move of that employee from a position to another position within or between employers in the same class or a different class with the same salary range.

Base salaries for new employees (WAC 357-28-045)

Prior to extending an employment offer, appointing authorities will set starting base salaries for new employees within the pay range assigned by the Washington State Compensation Plan and Salary Schedule to the specific job class.

Appointing authorities may use the new employee's educational background and related work experience as it relates to the competencies, requirements, and essential functions to determine the initial base salary within the assigned salary range of the position's classification.

Base salaries for part-time new employees will be determined on a ratio of hours scheduled to work to those of a full-time appointment.

Base salaries for employees accepting a promotion (WAC 357-28-110)

An employee who is promoted must receive a minimum increase of two steps not to exceed step M of the salary range.

The appointing authority may grant more than two steps if any of the conditions below applies. The salary may not exceed step L of the salary range.

- Significant increases in duties and responsibilities, as documented by the employer, warrant greater compensation.
- The increase is necessary for internal salary alignment, retention of the employee or other documented business needs.
- The increase is necessary to bring the employee to the minimum of the salary range for the position.

Base salaries for employees who transfer to positions with equal salary ranges (WAC 357-28-140)

Employees who transfer are normally paid the same base salary as their previous position. The appointing authority may authorize a salary increase for the new job classification.

Base salaries for employees who are reassigned to positions with equal salary ranges (WAC 357-28-145)

Employees who are reassigned keep the same base salary as their previous position.

Base salaries for employees who are demoted for reasons other than layoff or reallocation (WAC 357-28-155)

The appointing authority will determine the base salary for employees who are demoted. The base pay will be within the salary range of the class to which the position is allocated.

Base salaries for employees who are elevated following a demotion (WAC 357-28-160 and 28-110)

An employee who is elevated must receive a minimum increase of two steps not to exceed step M of the salary range.

The appointing authority may grant more than two steps if any of the conditions below applies. The salary may not exceed step L of the salary range.

- Significant increases in duties and responsibilities, as documented by the employer, warrant greater compensation.
- The increase is necessary for internal salary alignment, retention of the employee or other documented business needs.
- The increase is necessary to bring the employee to the minimum of the salary range for the position.

Base salaries for employees who revert (WAC 357-28-150)

When an employee is being reverted following a promotion or transfer, the employee's base salary is set at the step the employee would be at if they had not left the position.

When an employee is being reverted following a voluntary demotion, the appointing authority will determine the employee's base salary.

Base salaries for employees occupying positions that are reallocated assuming the incumbent remains in the position

Reallocation to a class with a higher salary range (WAC 357-28-115 and 28-110)

An employee who is reallocated to a class with a higher salary range must receive a minimum increase of at least two steps not to exceed step M of the salary range.

The appointing authority may grant more than two steps if any of the conditions below applies. The salary may not exceed step L of the salary range.

- Significant increases in duties and responsibilities, as documented by the employer, warrant greater compensation.
- The increase is necessary for internal salary alignment, retention of the employee or other documented business needs.
- The increase is necessary to bring the employee to the minimum of the salary range for the position.

Reallocation to equal or lower salary ranges (WAC 357-28-120)

An employee occupying a position that is reallocated to a class with the same or lower salary range must be placed within the new salary range at an amount equal to their previous base salary. If the previous base salary exceeds the new salary range, the employee's base salary must be set equal to step M of the salary range for the reallocated position. The appointing authority may set the employee's base salary higher than step M, but not exceeding the previous base salary.

Reallocations initiated by the director (WAC 357-28-130)

When a position is reallocated because the director creates, abolishes, or revises a classification, the salary of the incumbent will be determined as follows:

- If the position is reallocated to a class with the same or lower salary range the employee will be paid the same salary as their previous salary.
- If the position is reallocated to a class with a higher salary range the employee salary will have their salary adjusted to the same step in the new salary range as held in the previous range unless otherwise determined by the director.

Base salaries for employees accepting layoff options (WAC 357-28-135)

An employee who accepts a layoff option to a different position with the same salary range maximum keeps the same base salary.

An employee who accepts a demotion in lieu of layoff or accepts a layoff option to a position with a lower salary range maximum must be placed within the new range at a salary equal to the employee's previous base salary. If the previous base salary exceeds the new range, the employee's base salary will be equal to step M of the new salary range. If the employee's previous base salary was at step M of the salary range the employee must be placed at step M of the new salary range.

Employees appointed from an internal or statewide layoff list (WAC 357-28-135)

Employees who are appointed from an internal or statewide layoff list to a position with the same range as the position from which the employee was laid off must be placed within the range at a salary equal to the employee's previous base salary.

Employees who are appointed from an internal or statewide layoff list to a position with a lower range maximum than the position from which the employee was laid off will have the salary determined by the appointing authority.

Adjustment of an employee's base salary within the employee's current salary range for recruitment, retention or other business related reasons (WAC 357-28-090)

The **EWSHS** may adjust an employee's base salary up to step M within the salary range to address issues that are related to recruitment, retention or other business related reason, such as equity, alignment or competitive market conditions.

Authorization of base salaries above the maximum of the range or lump sum payment (WAC 357-28-095)

The **EWSHS** may authorize additional pay to support the recruitment or retention of the incumbent or candidate for a specific position. At the **EWSHS's** discretion, up to a fifteen percent premium may be added to the employee's base salary or paid on a lump sum basis as described below. An employee may not receive more than fifteen percent of their annual base salary over a twelve-month period under the provisions of this section.

In advance of authorizing a lump sum recruitment or retention payment, the **EWSHS** will establish express conditions in writing for the payment. The conditions will include a specified period of employment or continued employment. Any lump sum payment under this section will only be made after services have been rendered in accordance with the conditions established by the **EWSHS** and become part of the employee's annual compensation for work performed prior to receipt of any funds.

Any additional pay granted under this section is a premium that is not part of base salary. The premium will be used only as long as the circumstances it is based on are in effect.

Authorization of a premium either salary or lump sum above fifteen percent of the employee's annual salary (WAC 357-28-100)

Approval by the director is required for the **EWSHS** to authorize:

- Premiums exceeding fifteen percent under the provisions of WAC 357-28-095.
- Additional pay to support the recruitment or retention of like positions at a specific work location.

In order to request approval by the director for a lump sum recruitment or retention payment, the **EWSHS** will establish express conditions in writing for the payment. The conditions will include a specified period of employment or continued employment. Any lump sum payment under this policy will only be made after services have been rendered in accordance with the established conditions and will become part of the employee’s annual compensation for work performed prior to receipt of any funds.

Additional pay granted under this section is a premium that is not part of base salary. The premium will be used only as long as the circumstances it is based on are in effect.

Setting Periodic Increment Dates upon appointment (WAC 357-28-055)

For a general government employee appointed to a position before July 1, 2005,

- The periodic increment date as of June 30, 2005 is retained.

For a general government employee appointed to a position on or after July 1, 2005

- If the employee’s base salary is set at the minimum of the salary range, the periodic increment date is set at six months from the date of appointment. After six months, the periodic increment occurs annually until the maximum step is reached.
- If the employee’s base salary is set above the minimum but below the maximum of the salary range, the periodic increment date is set twelve months out and continues annually from date of appointment until the maximum step is reached.
- If the employee’s base salary is set at the maximum of the range the employee will not have a periodic increment date set. If the employee later receives a new appointment, the periodic increment date will be set at that time, as described above.

Primary roles and responsibilities for Salary Determination for non-represented employees within the EWSHS.

Role	Responsibilities
Human Resource Staff	<ul style="list-style-type: none"> ▪ Advises managers and supervisors regarding the application of this policy. ▪ Drafts policy and recommends policy revisions to the agency director.
Managers/ Supervisors	<ul style="list-style-type: none"> ▪ Managers and supervisors are responsible in administering salaries in accordance with guidelines set forth within this policy for employees under their direct supervision. ▪ Managers and supervisors will consult with Human Resource staff to ensure consistent application of this policy. ▪ Managers and supervisors will formulate evidence-based salary recommendations to the appointing authority as required by this policy. ▪ Managers and supervisors will also be responsible for considering budget status as it relates to the determination of salaries within their units.
Agency	<ul style="list-style-type: none"> ▪ Is responsible for the content and approval of this policy and any revisions. The director (state human resources director within the office of financial

Director	management) must approve this policy prior to agency implementation.
Appointing Authority	<ul style="list-style-type: none"> ▪ Is responsible for approval or denial of requests for pay outside of a designated range in cases of demotion and layoff and in all cases where premiums may be offered for the purpose of recruitment and retention or performance. Any requests for salaries exceeding fifteen percent per year will be submitted to the director for final approval. ▪ Is responsible for decision-making on matters for which authority has not been otherwise delegated.
Director	<ul style="list-style-type: none"> ▪ Makes the final approval of an agency's Salary Determination Policy. ▪ Approves or denies requests for salaries exceeding fifteen percent per year.

WAC's that apply to this policy and procedure

WAC 357-28-035 (policy content req)	WAC 357-28-095 (additional pay for recruitment and retention)
WAC 357-28-140 (transfer salaries)	WAC 357-28-040 (above max)
WAC 357-28-115 (upward reallocation)	WAC 357-28-030 (req for policy)
WAC 357-28-045 (part time salaries)	WAC 357-28-135 (layoff option salaries)
WAC 357-28-145 (reassignment salaries)	WAC 357-28-155 (demotion salaries)
WAC 357-28-120 (downward reallocation)	WAC 357-28-160 (elevation salaries)
WAC 357-28-050 (periodic increment date, PID)	WAC 357-28-150 (reversion salaries)
WAC 357-28-055 (how PID's determined)	WAC 357-28-090 (adjust base pay)
WAC 357-28-130 (reallocation class revision)	WAC 357-28-100 (director approval for additional pay)
WAC 357-28-110 (promo salaries)	