



Franklin County Public Health
280 East Broad Street
Columbus, Ohio 43215-4562
(614) 525-3160
www.myfcph.org

Office of Human Resources & Customer Service

Salary Administration Policy

INTRODUCTION

Franklin County Public Health (FCPH) instituted a program of job evaluation and salary administration for all personnel to ensure a competitive pay plan linked to individual performance and FCPH's mission and goals.

Two important elements of our mission are health and community which underlies our following compensation philosophy.

*The **Compensation philosophy**, driven by our mission, aims to ensure that Franklin County Public Health is a desirable place to work and develop professionally and personally while positively impacting the health of our community. Our employees are our greatest resource, and we are committed to providing them with a fair, local, market-competitive, and internally equitable compensation package that attracts, motivates, and retains a diverse and engaged workforce.*

Our Compensation program is built on understanding each job's value, required education, experience, and other compensable factors while staying competitive against our talent competitors in our metro market, such as other public health institutions and local private and public sector employers. Additionally, we are committed to rewarding loyalty to our organization through valuing years of service and additional education and credentials that enhance an individual's value to our service to the community.

Total compensation includes both direct and indirect compensation and benefits. Examples include wages, bonuses, and/or incentive compensation in combination with insurance benefits, OPERS, time off and any additional benefits approved by FCPH.

PROGRAM DESIGN

The principal aims of the salary administration program are as follows:

1. **INTERNAL JOB HIEARCHY STRUCTURE STRATEGY:** Maintain a compensation program that is built on each job's value, required education, experience, and other compensable factors.
2. **EXTERNAL MARKET STRATEGY:** Stay competitive against our talent competitors in our metro market, such as other public health institutions and local private and public sector employers by conducting compensation survey reviews as needed.
3. **BASE PAY STRATEGY:** Reward loyalty to our organizational members through valuing years of service and additional education and credentials that enhance an individual's value to our service to the community.



- A. Pay Grade Design: To effectively recognize the diverse range of experience and abilities, our salary structure is designed around the minimum pay rate, competitive rate (midpoint), and maximum pay rate for each grade. Our maximum pay rates have been extended to provide additional room at the top of each salary grade, offering more flexibility to reward career progression and exceptional performance. Our pay grades allow us to remain adaptable to market variations for specific roles and ensures our salary ranges are both competitive and reflective of evolving market trends.
- B. Position Placement Within Pay Grades: Each role within FCPH is assigned a specific pay grade. The criteria for this placement encompass a broad spectrum of factors, including but not limited to the individual's education, knowledge, skill requirements, and the comparative value of their position relative to others within the organization. This method ensures internal equity and consistency in our compensation approach.
- C. Overlapping Salary Ranges for Enhanced Flexibility: Salary grades overlap between consecutive grade levels, enabling high performers and senior staff, particularly those paid above the midpoint of their salary range, to achieve compensation comparable to roles in the next higher grade.

PROGRAM ADMINISTRATION

- 1. FCPH administers its salary administration program so that compensation decisions are consistent, transparent, and in line with our overall compensation philosophy.
- 2. Payment within Salary Grades: All employees are paid at an equitable level within the established pay grade for their respective position with FCPH. Employees are not paid less than the stated minimum hourly base rate, nor are they paid more than the stated maximum hourly base rate.
- 3. Hiring Rates: The normal starting rate for employees hired by FCPH is the minimum pay rate of the salary grade for the position, as this structure incorporates baseline qualifications such as required education, certifications, and fundamental experience. If the candidate has advanced skills, experiences, and qualifications that surpass the entry-level criteria, the approved Leveling Chart is used to calculate the appropriate starting pay rate. This approach ensures fair and equitable compensation and aligns with our organization's goals and objectives.
 - A. All positions are posted using a range that spans from the minimum to the midpoint for the position's salary grade.
 - B. The amount of relevant experience is determined during a meeting with the Director of Human Resources & Customer Service and the respective Supervisor/Division Manager/Director. Only experience specifically stated within the minimum requirements for the position will be considered.



- C. Additional credit of one year of experience may be given for education, licenses, and/or certification beyond the minimum requirements for the position. These opportunities are generally listed as “preferred” in the position description.
- D. Positions in higher levels within the organization require more specific experience for purposes of determining pay rates. Only relevant experience within the same level of position will count toward increased offer rates.

4. Salary Adjustments – Increases:

- A. The Health Commissioner works annually with the Board of Health to determine a salary increase budget. Annual pay adjustments may include a cost-of-living (COLA) increase and/or a merit increase as the Board approves.
 - Amounts and specific eligibility requirements for COLA and Merit increases will be determined annually by the Board of Health, in accordance with the approved Performance Management Plan.
- B. As stated in the FCPH Employee Handbook, a longevity benefit may be awarded to full-time employees with uninterrupted service to FCPH, in the form of an increase to the hourly rate.
- C. Employees may receive an increase for completion of a relevant certification, license, or degree in addition to what is required for their current position. The amount of the increase will be determined using the list for each division and/or position, as approved by the Health Commissioner/Assistant Health Commissioner and maintained in the Office of Human Resources & Customer Service. Individual approval must be obtained prior to initiating, completing, and requesting the increase.
- D. Employees at the maximum of the range shall be frozen and not eligible for a base wage increase for any reasons listed above until such time as their rate falls below the maximum of the range. In such cases, any amount approved as a pay rate increase shall be paid out as a one-time bonus of the annualized amount of the increase.

5. Salary Adjustments – Decreases: Due to FCPH adjustments, operational need, or demotions caused by personal matters or inadequate performance, employees may be transferred to a position having a lesser salary range. This type of transfer may necessitate a decrease in salary due to lesser duties and accountabilities. The new pay rate will be within the respective salary grade for the new position.

6. Promotions and Transfers:

- A. FCPH will ensure internal candidates are given equitable opportunities for pay progression and promotions. Increases due to promotion or transfer shall be determined during a meeting between the Director of Human Resources & Customer Service and the respective Supervisor/Division Manager/Director.



- B. The amount of a promotional increase must be to the minimum pay rate of the position the employee is being promoted to or five to seven percent of the employee's current base salary, per grade, whichever is greater.
 - The new pay rate will be determined by the employee's qualifications for the new position.
 - If the employee is at the top of the range for the prior position a smaller increase may be appropriate based on expected competency in the new role.
 - Promotional increases may be granted for a lateral move, but only if deemed reasonable based on position requirements and the employee's relevant qualifications.
 - C. Promotional increases shall be in addition to, rather than instead of, COLA and merit increases.
7. Temporary Assignment of Classified Employees: To meet the operational needs of FCPH, a classified employee may temporarily assigned the duties of a position in a different classification and/or pay grade.
- A. When such temporarily assigned duties are those of a position assigned to a classification with a higher pay grade than that of the employee, the employee, upon assumption of the assigned duties for more than ten (10) consecutive work days, shall receive a temporary pay level adjustment to be the minimum pay rate for the higher pay grade, or a rate 4% above the employee's current rate, whichever is higher.
 - B. A temporary assignment shall not exceed a period of six (6) months, after which assignment the employee will revert to his/her prior duties, classification, and pay level, plus any interim pay adjustments to which the employee otherwise would have been entitled.
 - C. The Assistant Health Commissioner, Director, or Human Resources shall consult with the Health Commissioner prior to initiating a temporary assignment or pay level adjustment. The Health Commissioner or designee will assist with the preparation and execution of the requisite personnel actions. Personnel Action forms completed for a temporary assignment must include an assignment end date.
 - D. An employee temporarily assigned to a position with a lower rate of pay shall not be reduced in pay.
8. New Positions: If a new position is deemed necessary, the Director of Human Resources & Customer Service will work with the respective Assistant Health Commissioner/Director to develop a written position description and assign an appropriate salary grade. All new positions will be approved by the Director of Finance and Business Operations and the Health Commissioner before presentation to the Board of Health for final approval.