



SALARY ADMINISTRATION POLICY

Purpose

The purpose of the Salary Administration policy is to provide guidance for the adherence and maintenance of the Employee Classification and Salary Scale, and to define and delineate responsibilities for the Trustees of the Glencoe Public Library Board (Board) and the Executive Director.

Objectives

The primary policy objectives shall be:

- Attract and retain proficient personnel.
- Provide for recognition of and reward for differences in individual ability and performance.
- Establish and maintain competitive salary ranges consistent with the economic requirements of the Glencoe Public Library (Library) and commensurate with those professions within which the Library operates.
- Relate salaries paid to the current duties and responsibilities of positions to provide stimulus for employee self-improvement and advancement to greater responsibilities.
- Maintain a performance evaluation which identifies opportunities for employee development and places compensation rewards on an objective basis.
- Provide an effective management control system which will permit and encourage delegation of responsibility within a framework of policy and procedures.

Statements

Job Description

All employment positions shall be defined in terms of their reflective duties and responsibilities.

Employment Classification and Salary Scale

All employment positions shall be evaluated and classified in order of their relative value, utilizing approved evaluation techniques into the Employment Classification and Salary Scale. The Library shall maintain a competitive salary structure which consists of salary grades and ranges.

- Salary grades:
All positions shall be classified by salary grade, which indicates the range of their minimum, midpoint, and maximum salary value.
- Salary ranges:
Salary ranges are the means by which the relative value of employment positions is expressed in dollar terms. Salary ranges shall be sufficiently broad to provide salary growth potential for competent personnel. Salary ranges specifically establish the lowest dollar amount generally paid for minimum acceptable performance and the highest dollar

amount generally paid for outstanding performance, relative to market value and other library employment positions.

- **Maintenance:**
Salary grades and ranges shall be reviewed annually by the Executive Director and appropriate changes will be recommended to the Trustees of the Board.

Salary Increase Budget

The Executive Director shall annually evaluate the compensation market in terms of competitive factors, changes in living costs, the Library's economics and objectives. A salary increase budget, expressed in percentages, will be developed and presented for approval by the Board as part of the annual property tax levy and drafting of the annual operating fund.

Salary Progression Requirements

An employee can only receive a salary adjustment when the employee's position has been described, evaluated, and assigned a salary grade.

It is the policy of the Library to grant salary adjustments on the basis of individual performance. To this end, all library employees should be reviewed at least annually. This does not mean that salary increases are automatic or annual. Performance, salary increase budget, and position within the salary range are the prime considerations in determining the amount and frequency of salary adjustments.

Merit Increase

If it is provided for in the salary increase budget, a merit increase may be proposed by the employee's immediate supervisor, and approved by the Executive Director. Employees delivering outstanding individual performance are eligible for a merit increase, expressed in percentages. Factors considered in evaluating a potential merit increase may include individual performance, salary increase budget flexibility, and an individual's position within one's salary range.

Promotional Increase

A promotion is a permanent reassignment from a position evaluated in a lower salary grade to another position evaluated in a higher grade. When an employee is promoted, the new salary shall be set at least at the salary range minimum of the higher salary grade, except:

- a. If the salary range minimum for the higher valued position is not at least 10% higher than the employee's current salary, then pay should be increased to an approximate level within the higher salary range by a promotion increase of 5% to 10% of current salary.
- b. If the salary range minimum for the higher valued position is more than 10% higher than the employee's current salary, then the employee's initial promotional increase should not exceed 10%. Should the employee's new salary remain below salary range minimum, then the salary may be increased up to 10% at six month intervals until it reaches the minimum of the new salary range.

Position Upgrade

An upgrade is a reevaluation of an employment position to a higher grade. The salary increase for an incumbent shall be administered in the same manner as a promotional increase.

Salary Adjustments for Demotions

A demotion is a permanent reassignment from a position evaluated in a higher salary grade to another position evaluated in a lower salary grade.

Position Downgrade

It is not the Library's practice to reduce an employee's salary simply because of position reevaluation into a lower salary grade. This action is not considered a demotion and the employee's existing salary shall continue, if approved by the Board.

Transfer

A transfer is a change from one position to another within the same salary grade. An employee shall not be transferred to a new or revised position until the position has been described, evaluated, and classified. A transfer will not normally be rewarded with a salary adjustment. However, the employee's past performance and salary grade level should be considered for purposes of determining desirable merit increases. Therefore, merit increases may be coincidental with transfers when justified by aforementioned considerations.

Adjustments Above Salary Range Maximums

Salaries are generally not to exceed salary range maximums. If no promotional opportunity exists for an employee and said employee has demonstrated truly outstanding ability in the present position, consideration may be given to:

- a. other means of compensation as determined by the Executive Director, or to
- b. adjusting that employee's salary above the range maximum of the salary grade in which the position is classified but only if:
 - i. the employee has not received a salary adjustment in the last 12 months, and
 - ii. such adjustment is authorized by the Trustees of the Glencoe Public Library Board, and
 - iii. the salary increase will not cause the employee's salary to exceed the range maximum of the next higher salary grade, if applicable.

New Hires

A new employee's salary shall not exceed the range minimum, with certain permissible exceptions. The hiring supervisor shall present an evaluation of the prospective new employee's qualifications that exceeds those normally required to the Executive Director. The decision to offer a salary above the range minimum shall be made by the Executive Director.

Performance Evaluation

Formal performance evaluations shall be conducted annually to each employee to assist in determining salary adjustments. A standard evaluation form shall be used when evaluating employee performance to ensure accuracy and consistency regarding factors to be appraised and performance level definitions.

Evaluations are to be made by the immediate supervisor having firsthand knowledge of the employee being evaluated, the circumstances under which they work, and the nature of the work in order to obtain the most satisfactory results. The evaluation process shall include completion of the evaluation form and a performance evaluation interview to review the employee's performance to determine progress, potential, areas of opportunity, and goals.

Upon establishment of the overall performance of an employee, and in conjunction with the salary increase budget and the employee's position within the salary range, a salary adjustment can be determined by the Executive Director.

Substitute Pay Rate

Substitute staff shall be paid up to the midpoint of their designated pay grade. Substitutes are not be eligible for annual pay increases or merit increases. In the event that the Employee Classification and Salary Scale is adjusted, the substitute pay rate will reflect new midpoint wages.

Responsibilities

Board:

- Approve Employee Classification and Salary Scale
- Approve Salary Administration Policy
- Make disposition of salary range exceptions as presented by the Executive Director

Executive Director:

- Develop data to support recommended Employee Classification and Salary Scale
- Recommend Salary Administration Policy
- Recommend annual salary budget
- Recommend salary range exceptions
- Provide guidance to management team in development, analysis, and evaluation of employee positions
- Audit employee position relationships and salary structure annually
- Complete benchmarking a salary structure survey periodically

Adopted	November 20, 2019
Reviewed	
Revised	