



GLENCOE PUBLIC LIBRARY

SALARY ADMINISTRATION POLICY

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
- Provide a framework for maintaining competitive salary ranges consistent with the economic requirements of the Glencoe Public Library (Library) and commensurate with those professions within which the Library operates

Terms

Job Descriptions

All employment positions shall be defined in a written job description reflecting qualifications and responsibilities.

Employment Classification and Salary Scale

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

- **Salary grades**
A salary grade is a numeric assignment for a position based on the credentials, skills, and responsibilities required for that position. All positions must be assigned to a salary grade. The salary grade determines the range of pay for a specific position.
- **Salary ranges**
Salary ranges are the means by which the relative value of employment positions is expressed in dollar terms. Salary ranges specifically establish the minimum, midpoint, and maximum salary value for each position within the Library. Salary ranges shall be sufficiently broad to provide salary growth potential for competent personnel.
- **Maintenance**
Salary grades and ranges shall be reviewed annually by the Executive Director with appropriate adjustments recommended to the Board.

Salary Increase Budget

The Executive Director shall annually evaluate the compensation market in terms of competitive factors, changes in living costs, and the economics and objectives of the Library. 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.

Unique circumstances can significantly influence the way compensation is structured. These circumstances include but are not limited to operating budget constraints, local economic conditions, cost of living, and specific operational goals of the Library.

Salary Benchmarking and Annual Review

The Library seeks to meet its immediate market in compensation and remain competitive with other libraries.

The Library will typically conduct a formal salary benchmarking review every two to three years where it will compare its salaries and wages to the immediate market. The immediate market consists of other Village of Glencoe agencies and neighboring public libraries.

Outside of a formal salary benchmarking review, the Executive Director will regularly monitor the immediate market and recommend any changes deemed urgent to the Board.

Any revisions to the Employee Classification and Salary Scale must be approved by the Board.

Compensation

The Employee Classification and Salary Scale will be presented to each new employee during the orientation process and will remain available to staff.

Adjustments

During each fiscal year, each employee is eligible for a cost-of-living increase if approved by the Board at the end of each fiscal year (effective on January 1 of the following year) and a merit increase at or near the employee's work anniversary date.

- **Cost-of-Living Increase**
The Board may approve a cost-of-living increase as part of its budget process. Any cost-of-living increase will be based primarily on these factors:
 - Consumer Price Index, Chicago-Naperville-Elgin
 - Proposed cost-of-living adjustments of other village agencies and neighboring public libraries
 - Library's current financial position and objectives

- **Merit Increase**
In addition to a cost-of-living increase, employees may be eligible to receive a merit increase. Merit increase eligibility is determined after completion of a performance review by the employee's supervisor.

To determine eligibility for and amount of a merit increase, the Library looks at two factors:

- An employee's current placement in their position's salary range (known as the compa-ratio)

- An employee's performance

The highest potential merit increase percentage is reserved for high-performing, low compa-ratio employees, with lower percentages allocated for those who are lower performing, higher compa-ratio, or both.

Sample Merit Matrix

The table below illustrates what eligibility and merit increase percentages may look like in a given year. The percentages listed below are **examples only** and do not reflect the actual merit matrix which may be used in a given year.

	Compa-ratio			
Performance	80-89%	90-99%	100-109%	110-120%
Unacceptable	Not eligible-	-not eligible	-not eligible-	-not eligible
Needs improvement	1 %	-not eligible	-not eligible	-not eligible
Achieves Expectations	3%	2%	1%	0%-not eligible
Exceeds Expectations	5%	4%	3%	2% * not to exceed maximum point of salary range

Exceptions to Adjustments

Pay rates are generally not to exceed salary range maximums. Employees whose rates exceed the salary range maximum for their positions will not receive annual cost-of-living and merit increases provided however, employees at or above the maximum rate for their position may receive, at the discretion of the Executive Director, a lump sum amount equivalent to the board-approved cost-of-living increase at the end of the fiscal year.

Employees at or above the maximum rate for their position who demonstrate truly outstanding ability in their present position may be awarded, at the discretion of the Executive Director, a merit bonus at the time of the annual performance evaluation.

Total Compensation Package

In addition to a base salary, the Library provides employees who regularly work 20 or more hours per week with additional benefits of employment. These benefits include enrollment in the Illinois Municipal Retirement Fund and generous paid time off allowances that are comparable to neighboring libraries.

In addition to the benefits granted to employees who work 20 or more hours per week, full-time employees who work 37.5 hours per week also receive health and other expanded benefits as described in the Library's Personnel Manual.

Benefits-eligible employees are provided with a letter annually that details the total monetary value of their compensation package.

While not all employees receive the same benefits package, the Library prides itself on offering the intangible benefits of a pleasant work environment with an emphasis on work-life balance regardless of employment status.

Promotion

A promotion is a permanent reassignment from a position evaluated in a lower salary grade to another position evaluated in a higher grade. Current employees who are promoted to a higher grade position typically will be compensated between the minimum and midpoint of the salary range for that position dependent upon their qualifications and tenure.

Demotion

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

Employees in good standing who assume roles in a lower grade are typically compensated at the midpoint of the new salary range dependent on qualifications and tenure. Under no circumstances will an employee's rate exceed the range maximum for the position regardless of the employee's former rate.

Position Upgrade

An upgrade is a reclassification of an existing employment position to a higher salary grade. Incumbents whose rates fall below the salary minimum for the new grade will automatically receive an increase reflecting the new minimum rate for the position. Additionally, incumbents may be eligible to receive a salary increase up to the midpoint of the new salary range for the position dependent upon their current rate, qualifications, and tenure.

Position Downgrade

A downgrade is a reclassification of an existing employment position into a lower salary grade. This action is not considered a demotion, and the employee's current salary shall not be decreased.

Transfer

A transfer is a change from one position to another within the same salary grade. An employee shall not be transferred to a different position until the position has been described, evaluated, and classified. A transfer will not normally warrant a salary adjustment.

New Hire Rates

Offer rates are typically between the minimum and midpoint of the salary range for a position. The hiring supervisor shall present to the Executive Director an evaluation of the prospective new employee's qualifications. The Executive Director will determine the offer rate.

Substitute Pay Rate

A Substitute is an employee that is not regularly scheduled to work. Substitute staff pay shall not exceed the midpoint of their designated pay grade. Substitutes are eligible for annual pay increases if they meet the minimum of 200 hours worked over a 12-month period. In the

event that the Employee Classification and Salary Scale is adjusted, Substitutes will be assigned a new rate based on their existing compa-ratio.

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