

Rob Wehrman, Chair  
Joe Boykin  
Jenny Costa Honeycutt  
Teddie Pryor



Human Resources Committee Agenda  
January 26, 2023 at 5:00 PM  
4045 Bridge View Drive, North Charleston, SC 29405

- 1 MINUTES OF DECEMBER 1, 2022**
  
- 2 AMENDMENTS TO HR POLICIES AND PROCEDURES**
  - 2A Revision to Personnel Procedure Pay Plan 5.20 - Request to Approve**

**CHARLESTON COUNTY COUNCIL**

**MEMORANDUM**

**TO: Members of Human Resources Committee**

**FROM: Kristen L. Salisbury, Clerk of Council**

**DATE: January 18, 2023**

**SUBJECT: Minutes of December 1, 2022**

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At the Human Resources Committee of January 26, 2023, the draft minutes of December 1, 2022, will be presented for approval.

**Committee Agenda Item**

**To:** Bill Tuten, County Administrator  
**From:** Patricia Holden **Dept.:** Human Resources  
**Subject:** Revision to Personnel Procedure Pay Plan  
 5.20  
**Request:** Request to Approve  
**Committee:** Human Resources Committee **Date:** January 26, 2023

Department	Approver
Deputy County Administrator	Corine Altenhein
Budget	Mack Gile
Legal	Catherine S. Anderson for Marc Belle
Administrator	Bill Tuten
Clerk	Kristen L. Salisbury

**Fiscal Impact:**

The estimated impact for FY23 is approximately \$450,000 and for FY24 is approximately \$500,000.

**Funding:** Was funding previously approved? N/A

If yes, please provide the following:	Org	Object	Balance in Account	Amount Needed for item

**Situation:**

Currently the Personnel Policies Pay Plan Procedure 5.20 allows each full time employee the opportunity for a pay increase upon their anniversary in each year except years two and four. It is the County's goal to recruit talented individuals and to retain our current staff. Not allowing for pay increases upon an employee's second and fourth anniversaries has become a deterrent in recruiting. Moreover, we have lost talented employees because they were not eligible for pay increases upon their second and fourth anniversaries. We need to make every effort to provide the needed compensation plan to recruit and retain talent.

**Department Head Recommendation:**

The HR Department recommends revising the Pay Plan procedure to add longevity increases in years two and four, and to change year six from a longevity increase to a merit increase. This procedure would be implemented in the first pay period of 2023 with a pay period start date of December 30, 2022. The revised procedure would be phased in for employees reaching their third, fourth, fifth and six years during 2023, and implemented immediately for all new hires, those hired after December 30, 2022, and those reaching their first or second anniversaries during 2023.

## Proposed Change in Merit/Longevity Compensation Plan

Effective pay period beginning 12-30-2022

Anniversary	1	2	3	4	5	6
Hired in 2023	Longevity	Longevity	Longevity	Longevity	Longevity	Merit
1st Anniversary in 2023	Longevity	Longevity	Longevity	Longevity	Longevity	Merit
2nd Anniversary in 2023	Longevity	Longevity	Longevity	Longevity	Longevity	Merit
3rd Anniversary in 2023	Longevity	0%	Longevity	Longevity	Longevity	Longevity
4th Anniversary in 2023	Longevity	0%	Longevity	Longevity	Longevity	Longevity
5th Anniversary in 2023	Longevity	0%	Longevity	0%	Longevity	Longevity
6th Anniversary in 2023	Longevity	0%	Longevity	0%	Longevity	Longevity

Longevity = 3%

Merit range determined annually

# CHARLESTON COUNTY PERSONNEL PROCEDURE

**TITLE:** Pay Plan

**NUMBER:** 5.20

**PAGE:** 1 of 7

**EFFECTIVE DATE:** 01-03-95

**REVISION No. 1**

**DATE:** 01-28-00

**REVISION No. 2**

**DATE:** 09-05-06

**REVISION No. 3**

**DATE:** 07-24-07

**REVISION No. 4**

**DATE:** 09-09-14

**EFFECTIVE**

**DATE:** 10-03-14

**REVISION No. 5**

**DATE:** 07-01-15

**REVISION No. 6**

**DATE:** 04-18 -19

**AUTHORIZED BY:** J. Elliott Summey, Chairman

## PROCEDURE:

- A. The County maintains a pay plan that compensates employees based on an evaluation and classification of their position, their hours worked and in accordance with all state and federal laws.
- B. Each pay grade contains a pay range and the following components:
  1. Minimum of Range--Considered the entry point for an employee who meets the minimum requirements of the position and is hired to fill the position. No employee shall have a base pay/rate less than the pay range minimum for their current job.
  2. Maximum of Range--Considered the maximum value of the position to the County. No employee shall have a base pay/rate more than the pay range maximum for their current job
- C. Cost of Living Adjustment (COLA) pay increases may be granted periodically by County Council under the following guidelines:
  1. The amount and effective date of a COLA increase will be determined by County Council.
  2. Payment of COLA increases is dependent upon sufficient funding approved by County Council.
  3. Pay ranges shall be adjusted to reflect the COLA.

4. The following employees are not eligible to receive the General County COLA increase awarded by County Council:
  - a. Board Members
  - b. Assistant Attorneys
  - c. County Council Members
  - d. Probate Judges (to include Assistant Probate Judges)
  - e. Master-In-Equity
  - f. Magistrates
  - h. Temporary Personnel

D. A longevity increase will be given to eligible regular employees upon attaining key anniversary dates.

1. Increases are based on the employee's longevity date and become effective the first day of the pay period following the adjusted longevity date for the years of service reflected in the following schedule:

<u>Key Anniversary</u>	<u>Increase</u>
1, 3, 5, 6-1, 2, 3, 4, 5 and 10 years of service	3%
15, 20, 25, 30, etc. in five year increments	3%

Commented [NMC1]: 1, 2, 3, 4, 5, and 10 years of service

2. Eligibility for a longevity increase will be based upon an employee's annual performance appraisal for the prior two years' annual evaluation periods (with the exception of the one-year longevity increase). For departments/offices with a one-year probationary period, only one evaluation will be used to determine eligibility for the first year longevity increase. Those annual performance appraisals must have a rating of at least "Meets Standards," must not have resulted in probation due to performance, and must be on file with the Human Resources Department before the longevity increase will be processed.
3. If an employee becomes eligible for a longevity increase and his/her annual performance appraisals for the prior two years (with the exception of the one year longevity increase) are not on file in the Human Resources Department, the increase will be delayed until the first day of the pay period following receipt of the satisfactory appraisals. For departments/offices with a one-year probationary period, only one evaluation will be used to determine eligibility for the first year longevity increase.

4. If at least one of the prior two annual appraisals on file with the Human Resources Department was below a "Meets Standards" rating, or resulted in probation due to performance, the longevity increase will be delayed for one year.
  5. Employees who are in a probationary status due to promotions or job changes will not have their longevity increases affected because of the probation.
  6. If an employee had previously separated from employment with the County and was subsequently rehired, their longevity date will be adjusted.
  7. An employee's pay may not exceed the maximum of his/her pay range as a result of a longevity increase.
- E. Effective July 1, 2015 December 30, 2022, employees will become eligible for Merit Pay increases upon their seventh sixth year of employment based on their adjusted longevity date.
1. Payment of Merit Pay increases are dependent upon sufficient funding approved by County Council.
  2. An employee will be eligible for a Merit Pay increase if he/she received a rating of at least "Meets Standards" on the annual performance appraisal for the prior evaluation period.
  3. Merit Pay increases can be no more than the highest percentage amount set by County Council in each year's Budget Ordinance to be a part of the employee's present base salary, with specific percentage increases provided according to the following performance outcomes:
    - (a) Meets Standards
    - (b) Exceeds Standards
    - (c) Outstanding
  4. Merit pay increase will be determined based on the fiscal year in which the adjusted longevity date occurs.
  5. If a Merit Pay increase is warranted, the increase will become effective the first day of the pay period following the employee's adjusted longevity date.

**Commented [NMC2]:** Effective December 30, 2022, employees will become eligible for Merit Pay increases upon their sixth year of employment based on their adjusted longevity date.

**TITLE:** Pay Plan  
**DATE:** 04-18-19

**NUMBER:** 5.20  
**PAGE:** 4 of 7

6. If an employee is eligible for a Merit Pay increase but his/her annual performance appraisal for the prior year's annual evaluation period is not on file in the Human Resources Department, the increase will be delayed until the first day of the pay period following receipt of the satisfactory appraisals.
7. An employee's pay shall not exceed the maximum of his/her pay range as a result of a new merit increase.
8. An employee will not receive a merit increase and a longevity increase in the same year.

F. **SUSPENDED** Regular employees are eligible to participate in the Skill Based Pay Program when they are employed by Charleston County for at least one full year, are not on any type of probation, and their annual performance appraisal Meets Standards.

Commented [NMC3]: SUSPENDED

1. Payment of Skill Based Pay salary increases is dependent upon sufficient funding approved by County Council.
2. Skill Based Pay elements are established by the departments/offices, approved by the Deputy County Administrators or County Administrator, and approved by a designated representative from the Human Resources Department.
3. Employees meet with managers to establish an individual Skill Based Pay Plan based on the department's/office's Master list.
4. Advancement is limited to one skill level per year.
5. Employees must function at a skill level for a minimum of one year before qualifying for the next skill level.
6. Employees cannot exceed two skill based pay levels in any job classification.

G. **SUSPENDED** At times, employees complete goals/projects which are beyond the scope of their normal job duties and provide substantial benefit to the department/office/County. The STAR program provides a means to reward that specific accomplishment with a one-time pay increase.

Commented [NMC4]: SUSPENDED

1. Payment of the STAR one-time pay increase is dependent upon sufficient funding approved by County Council. County Council may modify or suspend the STAR program at any time.



2. The amount of the one-time pay increase is based on whether the goal was accomplished, the worth of the achievement, and the goal's value to the organization.
  3. A justification statement documenting the achievement must be submitted through the department/office and approved by the appropriate Deputy County Administrator or Elected Official or Appointed Official.
  4. An employee must be employed by Charleston County Government for at least one full year and may not be on annual performance review probation or disciplinary probation to be eligible to participate in this program.
  5. An employee may receive no more than one STAR one-time pay increase in a year.
  6. At the discretion of the County Administrator, a STAR payment may be awarded to employees who work during a County emergency or hazardous weather event.
- H. Pay actions that are outside pay plan parameters must be approved through the salary exception process.
- I. Employees promoted, demoted or transferred into a new position shall be paid according to the guidelines established for each pay action in Personnel Actions Procedure 5.30.
- J. Elected Officials and Appointed Officials are paid according to the guidelines established in Elected Officials' and Appointed Officials' Pay Plan Procedure 5.80.

**RESPONSIBILITIES:**

A. Employee

1. Maintain eligibility for participating in any Pay for Performance programs.

B. Management

1. Longevity Program/Merit Program: Before informing the employee that s/he will be receiving a longevity/merit increase, verify the employee has the required performance appraisals with a rating of at least "Meets Standards" on file with the Human Resources Department. Notify the employee of the effective date and amount of increase if s/he is eligible.
2. **SUSPENDED** Encourage eligible employees to participate in pay for performance programs and complete relevant departmental/office responsibilities related to the programs.
3. Salary Exceptions: At least two weeks before the requested effective date of the exception, submit a letter to the Human Resources Department with the required information. The HR Department will review the request and make a recommendation to approve/not approve. The salary exception will be reviewed by the Budget Department, the HR Director, the Deputy/Assistant County Administrator and the County Administrator. If the salary exception is approved, HR will process the PAN form. If the salary exception is not approved, HR will inform the requesting department/office. Salary exception requests of Elected Officials or Appointed Officials will be approved if funding can be absorbed through the approved annual budget.

C. Human Resources Department

1. Develop, review and maintain pay grades.
2. Prepare and post revised pay grade structure.
3. Make appropriate data entries to increase employee salaries when a COLA or any other approved salary increase is awarded. Compile and maintain statistics for the County Administrator.
4. Distribute the Longevity/Merit Report to departments/offices. Verify that employees meet eligibility requirements and that the appropriate satisfactory performance appraisals are on file. Notify the Elected Official, Appointed Official or department head if an employee will not be receiving his/her longevity/merit increase due to an unsatisfactory or missing performance appraisal and/or that the employee is at the maximum of the pay range.
5. Review salary exception requests and recommend approval/disapproval.

D. Budget Department

1. Verify funding for salary exception requests. If funds are not available, notify the Elected Official, Appointed Official or department head and Human Resources.
2. Prepare and submit Merit or COLA increase proposals to County Council.

E. Deputy/Assistant County Administrator, Elected Official or Appointed Official

1. Review and approve or disapprove salary exception requests.

F. County Administrator

1. Approve or disapprove salary exception requests.

APPLICABLE PROCEDURES:

- 5.10 Classification Plan
- 5.21 Miscellaneous Pay
- 5.30 Personnel Actions
- 5.80 Elected Officials' and Appointed Officials' Pay Plan
- 7.00 Employee Performance