

RESOLUTION NO. 15-26

**A RESOLUTION OF SOUTH OGDEN CITY, UTAH, AMENDING
THE CITY'S SALARY ADMINISTRATION GUIDELINES; AND
ESTABLISHING AN EFFECTIVE DATE.**

SECTION I - RECITALS

WHEREAS, the City of South Ogden City ("City") is a municipal corporation duly organized and existing under the laws of the State of Utah; and,

WHEREAS, the City Council finds that in conformance with Utah Code ("UC") § 10-3-717, the governing body of the city may exercise all administrative powers by resolution; and,

WHEREAS, the City Council finds that in conformance with UC § 10-3-702, the governing body of the city may pass any ordinance to regulate, require, prohibit, govern, control or supervise any activity, business, conduct or condition authorized by State law or any other provision of law; and,

WHEREAS, the City Council finds that certain exigencies of city governmental operations require that amendments be made to the current Salary Administration Guidelines to provide for clarification and correction of certain clerical inconsistencies and necessary policy and operational changes; now,

SECTION II - THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF SOUTH OGDEN THAT

The South Ogden Salary Administration Guidelines As Attached Hereto As **Attachment "A"**, And As Otherwise Described In The Forgoing Sections Of This Resolution Are
Readopted And Ratified.

SECTION III - PRIOR ORDINANCES AND RESOLUTIONS

The body and substance of all prior Resolutions, with their provisions, where not otherwise in conflict with this Resolution, are reaffirmed and readopted.

SECTION IV - REPEALER OF CONFLICTING ENACTMENTS

All orders, and Resolutions regarding the changes enacted and adopted which have been adopted by the City, or parts, which conflict with this Resolution, are, for such conflict, repealed, except this repeal shall not be construed to revive any act, order or resolution, or part repealed.

SECTION V - SAVINGS CLAUSE

If any provision of this Resolution shall be held or deemed or shall be invalid, inoperative or unenforceable such shall not have the effect of rendering any other provision or provisions

invalid, inoperative or unenforceable to any extent whatever, this Resolution being deemed the separate independent and severable act of the City Council of South Ogden City.

SECTION VI - DATE OF EFFECT

This Resolution shall be effective on the 16th day of June, 2015, and after publication or posting as required by law.

**PASSED AND ADOPTED BY THE CITY COUNCIL OF SOUTH OGDEN CITY,
STATE OF UTAH, on this 16th day of June, 2015**

SOUTH OGDEN CITY

James F. Minster
Mayor

ATTEST:

Leesa Kapetanov
City Recorder

ATTACHMENT “A”

RESOLUTION NO. 15-26

A Resolution Of South Ogden City, Utah, Amending The City’s Salary Administration Guidelines; And Establishing An Effective Date.

16 Jun 15

[Attachment to be provided by City Manager]



South Ogden City Salary Administration Guidelines

- I. **Intent.** South Ogden City recognizes and believes in the importance of recruiting, hiring and retaining qualified, educated, service-oriented, and dedicated employees. The City understands that it is important to competitively compensate its employees for the work they perform. The compensation package provided to South Ogden employees includes such things as salaries, benefits, flexible work schedules, etc. This document establishes the City's compensation philosophy and methodology of how it will strive to maintain a competitive compensation plan. Benefits, work schedules and other areas important to consider when looking at a compensation package are not addressed in this document. Following the guidelines in this policy will greatly assist the City to maintain a competitive position in the local government market for municipal employees.

- II. **Compensation Philosophy.** South Ogden City desires to provide and maintain competitive compensation rates for its many job classifications. The City's objective is to remain competitive within the market and to maintain [...TBD....] percentage of actual salary averages in the marketplace. The City's desire to accomplish this may be limited by budgetary and financial constraints. To accomplish this the City has established the following compensation plan goals:
 1. To compete for and retain qualified staff in a competitive environment
 2. To compensate employees equitably and fairly
 3. To provide a compensation program that is easy to administer and transparent
 4. To be fiscally responsible

In an effort to accomplish the compensation plan goals, the city will consider both external fairness (based on market data) and internal fairness factors.

External fairness means employees will be compensated fairly compared to people doing comparable work in the local job market. In an effort to be competitive in the job market, the City compares the actual averages paid to City positions with the actual averages paid for related jobs in the job market.

External market data will be derived annually from Technology Net's Compensation Survey System (www.comp-survey.com) or other comparable, reliable data source(s) determined to contain accurate, reliable compensation data. So long as the city continues its participation in the Compensation Survey System, the City's compensation survey data will be updated by the HR Specialist at minimum once per year, usually after adjustments to salaries are made.

Internal fairness means that jobs of equivalent value to the City are similarly paid, regardless of the department in which one works. Each position's salary is based on the job description

for that position, so accurate job descriptions are essential. Supervisors should update job descriptions when job duties change significantly and should review them at least annually in conjunction with performance appraisals. If there is a significant difference between the job description and current duties, the supervisor and the employee should update the job description for review and approval by Human Resources and the City Manager. A rewritten job description does not mean that the assigned salary will change, only that it will be reviewed. Additionally, internal fairness means that men and women will be given equal pay for equal work. Internally, importance will be placed on equity in relation to other comparable positions within the City. Any salary range for positions within the City that need adjustment to accommodate internal fairness must be approved by the City Manager.

- III. Methodology.** In an effort to ensure consistency from year to year in how the city collects and analyzes external market data, reviews city salaries in comparison to the external market to insure competitiveness within the market, and how the city maintains proper internal equities between salaries, the following processes are established.

The objective of developing a market-based pay structure is to provide a competitive and equitable pay program that supports City Council initiatives. It involves the design of a compensation program that emphasizes the City's desire to pay competitive market rates and to ensure an internally equitable salary structure for all employees. The overall goal is to define a compensation program strategy that uses a market pricing approach.

The aim is to create a pay program to attract and retain qualified and productive employees. The pay program will determine job pay rates and salary ranges that fit the City and its' market.

- a. External Market & Benchmark.** The external market benchmark used for comparison of salaries is the Northern Wasatch Front Group.
- i. The group consists of cities, fire districts, counties and agencies identified as having a position similar to South Ogden City and representing a potential to or instances of recruiting employees away from South Ogden City. This group includes: Farmington, Kaysville, Layton, North Salt Lake, Ogden, Riverdale, Roy, South Salt Lake, Syracuse, North Davis Fire District, North View Fire District, South Davis Fire District, Weber Fire District, Davis County [Animal Control only], Weber County [Animal Control only] and Weber Basin [Public Works only].

b. Market Analysis. The annual compensation analysis considers both the “actual average” and “range midpoint” pay for positions. All data attained from the benchmark group will be reviewed and inclusion of the data will be determined on a position by position basis to ensure an accurate comparison is attained.

i. Actual Average. The actual average pay data and the range midpoint data from the benchmark group will be used to help the City evaluate whether or not the City is being competitive within the market for a given position.

c. Salary Ranges. Salary ranges have been established utilizing market data to show the minimum and maximum that a particular job will pay. The City’s salary range for each position is based on the market average of the minimum and maximum pay range for a particular job.

IV. Special Considerations. Most of the market data for positions within the Fire Department are not based on a 2756 annual hours. To be equitable, all positions within the Fire Department that operate on a 2756 annual hours schedule will be recalculated on the compensation data. The actual averages will be added up and divided by 2756 to get an hourly wage. This will then be multiplied by 2756 to get the annual salary based on 2756 hours a year.

V. Pay-for-Performance. Pay-for-Performance or Merit pay systems are based on the philosophy that individuals should be paid according to their contributions. Pay increases are based on the employee’s performance rather than seniority, equality, or need. Pay-for-Performance pay researchers suggest that in order to have a successful merit pay system the following components must exist: 1) performance must be clearly defined, 2) rewards must be communicated to employees, 3) rewards must be made contingent upon desired performance, 4) opportunities to improve performance must exist, and 5) perceived relationship between rewards and performance should be viewed as important as the actual relationship.

South Ogden City’s pay-for-performance philosophy recognizes that not all employees perform at the same level and therefore the City adopts a process that allows Department Directors, under the direction of the City Manager, the ability to reward employees based on an employees’ contributions and overall performance. South Ogden City’s pay-for-performance system is based on the following criteria: performance appraisals, market salary conditions and budget availability.

VI. Performance Appraisals. The City’s performance appraisal system is designed to measure the performance and productivity of an employee in relationship to certain predetermined or predefined goals or objectives. Such goals or objectives should be approved in advance and identified in writing. Where objectives are not established, the supervisor should identify major duties and/or responsibilities of the job and evaluate the employee accordingly.

Identifying the areas where an employee excels or needs improvement are shared by the supervisor with the employee at least annually using the following criteria: 1) Exceeds Performance Expectations, 2) Meets Performance Expectations, 3) Marginal Performance or 4) Unacceptable Performance.

a. **Performance Levels defined:**

i. Exceeds Performance Expectations – Employee completed all performance goals and special assignments within the targeted time frame, resulting in an overall quality of work that was superior. Employee may have made an exceptional or unique contribution in support of the vision of South Ogden City. This rating is achievable by any employee though given infrequently.

ii. Meets Performance Expectations - Employee completed all performance goals and special assignments within the targeted time frame resulting in an overall quality of work that was good.

iii. Marginal Performance - Employee did not meet expectations in all major duties and responsibilities and failed to complete one or more of the performance goals or special assignments. Employee should have received continual feedback, coaching and possibly be on a Performance Improvement Plan.

iv. Unacceptable Performance - Employee performed below the expectations in the major duties and responsibilities and/or reasonable progress toward goals was not made. Significant improvement is needed in one or more areas.

VII. Employee Recognition: Annually, based on budget availability and approval of the City Council, the City may allocate a sum of money to fund an employee recognition program in an effort to recognize and reward staff behavior on a more frequent or instantaneous basis. These funds are based on availability of the budget, and should only be used to recognize behavior that goes above and beyond an employee's regular and routine call of duty. These funds can be given any time of year and are not linked to the annual performance evaluation. The funding can be used to give a lump sum amount and shall be dispersed through payroll. Examples of this type of recognition may include, but are not limited to:

1. Recognizing outstanding performance or accomplishment by an employee.
2. Recognizing significant efforts to upgrade the employee's knowledge and skills for their current position.

The Department Director will submit documentation to the City Manager outlining why the recognition is warranted. Final approval is at the discretion of the City Manager.

- VIII. Conclusion.** South Ogden City understands that its ability to provide quality public services the residents of the City want, need, and desire depends largely in part on the quality of the work force it is able to recruit, hire and retain. A competitive, well managed, compensation plan plays an important part in helping the City achieve this goal. The guidelines contained in this document exist to assist management by providing a clear and understandable compensation philosophy and methodology. Following these guidelines will help the City remain competitive in the local government market. Questions regarding these guidelines or interpretations related to these policies shall be directed to the City Manager.