



**CITY OF IRVING  
GENERAL GOVERNMENT  
PAY PLAN PROCEDURES**  
Effective April 14, 2013  
(Revised July 15, 2014)

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*The City of Irving does not discriminate on the basis of race, color, national origin, sex, religion, age, or disability in the following procedures.*

**I. INTRODUCTION**

A pay plan is a schedule of base salary rates that establishes the relationships between a group of job classifications within an organization. Longevity, overtime, or other additional pays are not included in the base salary rate.

Each classification is assigned a pay grade representative of the market value of the assigned duties and responsibilities. Each merit pay step is provided to reward continued satisfactory performance. However, within a specific set of duties and circumstances, an employee's contribution to the organization reaches a maximum value and consequently no additional merit pay steps can be awarded.

Base pay is the compensation for services performed and not a reward for seniority, longevity of service, promise to produce, or the ability to produce. Supervisors determine whether a "merit" pay plan is effective by their actions. Merit increases should be provided only for employees who have earned or merited the pay through their performance. The pay plan then is a merit pay plan which provides rewards for competent, productive employees and is an incentive for employees whose performance has been lacking. If used competently and strategically, the pay plan is an excellent tool for recruiting and retaining a quality workforce. A pay plan defines the boundaries for the supervisor to make decisions regarding pay.

The pay plan and the procedures governing it are subject to revision each fiscal year, or as often as may be deemed necessary based on market changes and other management considerations.

## **II. GENERAL GUIDELINES**

Supervisors should seek the guidance of Human Resources prior to placing an employee on a performance improvement plan (PIP) or to clarify any personnel or pay policies relative to decisions affecting employees' pay.

Payroll beginning dates on personnel actions for merit increases will be the first day of the pay period in which the employee's Next Date Eligible (NDE) occurs.

The effective date for all other personnel actions, except new hires, will be the first day of a pay period. No personnel actions will become effective until after results are received for applicable drug screens, physical exams, and DOT and criminal background checks.

Personnel Status Change forms received by Human Resources after the payroll deadline (please refer to Payroll Calendar) for the effective date shown on the Personnel Status Change form will take effect on the first day of the pay period for which the deadline can be met. No retroactive increases or decreases in base pay or incentive pay will be processed; however employees' pay will be adjusted for any pay periods missed to correct an error.

An employee who voluntarily terminates will receive a final check no later than the next regularly scheduled payday following the pay period in which the employee terminates. This check will consist of all hours worked, compensatory time, and any remaining accrued vacation and leaves payable at termination of employment.

### III. DEFINITIONS AND PROCEDURES

Management is encouraged to make personnel action decisions based on the guidelines listed here.

- A. Beginning Pay – the rate determined to be appropriate for a new employee based on that employee’s level of education and job-related experience.**
1. Applicants who meet the minimum qualifications of the position will be placed at Step 1 in the salary grade.
  2. Applicants with substantially better than minimum qualifications may be recommended for a higher step by the Department Director. A memo requesting a higher step must be forwarded to and approved by the department’s Assistant City Manager (ACM) or the City Manager prior to extending an offer to the applicant, and additional payroll cost must be funded in the budget of the hiring department. If approved, a copy of the approval must be sent to Human Resources with the New Hire/Rehire Authorization form (P-2). The P-2 is available on INET.
  3. Employees are eligible for the first merit increase twelve (12) months after the date of hire. Subsequently, merit increases will be considered annually on the employee’s NDE until the maximum step of the pay grade is reached as specified in the pay plan.
  4. Civil Service employees will always be placed on a step in accordance with Texas Local Government Code, Chapter 143; and Local Civil Service Rules.
  5. Re-hired employees will be treated as new hires.
- B. Merit Increase – the increase in an employee’s pay from one step to another within the designated pay range based on appropriate levels of performance.**
1. All merit increases will be processed automatically during the pay period in which the NDE falls provided the performance appraisal is received by the submission deadline for that pay period. If the employee’s performance appraisal is submitted after the due date, it must be accompanied by a P-4. A Performance Improvement Plan (PIP) must be submitted for employees eligible for, but not receiving, a merit increase on their review date. Employees placed on a PIP will not be eligible for their next merit increase or market increase. If the PIP is successfully

completed, and satisfactory performance is maintained, the employee will be eligible for an increase at the NDE, following the missed merit step.

2. For employees taking extended leave, merit increases will be processed upon their return to work. Merit raises will not be processed for those who have submitted a resignation or who terminate employment during the same pay period in which they are eligible for a merit increase.
3. The only actions resulting in a changed merit review/eligibility date are employee promotions, transfers to a different classification and demotions.
4. Merit reviews do not apply to temporary and seasonal employees.

**C. Promotion - the result of being selected by a supervisor for a new or vacant position assigned to a higher salary grade**

1. Upon being promoted, the employee may be placed on a step in the new position's salary grade that the supervisor believes is appropriate after considering the employee's skill and experience level, the relative market for the position, budgetary constraints and equity with current employees in the department. If the promotion results in an increase of only one salary grade, the change in salary will be implemented step to step (at the same step the employee was being paid in the previous grade). If the recommended step is greater than current salary plus 5%, rounded to the next higher step, the supervisor must prepare a justification memo that is signed by the department's ACM or the City Manager prior to communicating the offer to the employee. The written approval must be submitted to Human Resources with the Personnel Status Change form (P-4). If a computerized template is used in lieu of the pre-printed form, it must be printed on at least two copies of yellow NCR paper, available from the Print Shop.
2. In no case will an employee be assigned a pay step not appearing in the pay grade of the classification to which he/she is being promoted.
3. The employee's NDE changes to a date twelve (12) months after the date promoted. Subsequent merit increases will be considered annually on the employee's NDE to the limits of the grade as specified in the pay plan.

**D. Temporary Promotion – the action that places a qualified person in a higher level classification on a temporary basis until the open position can be filled through the normal hiring process.**

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1. Upon being temporarily promoted, the employee may be placed on a step in the new position's salary grade that the supervisor believes is appropriate after considering the employee's skill and experience level, the relative market for the position, budgetary constraints and equity with current employees in the department. If the recommended step is greater than current salary plus 5%, rounded to the next higher step, the supervisor must prepare a justification memo that is signed by the department's ACM or the City Manager prior to communicating the offer to the employee. The written approval must be submitted to Human Resources with the Personnel Status Change form (P-4). The P-4 must be printed on two copies of yellow NCR paper, available from the Print Shop.
  2. If there is a need for a temporary promotion, the department must receive approval from Human Resources prior to processing the change.
  3. In no case will an employee be assigned a pay step not appearing in the pay grade of the classification to which he/she is being temporarily promoted.
  4. Temporary promotions are limited in length to a minimum of thirty calendar days and a maximum of six months for all positions except Department Director and above. Temporary promotions for Department Director and above are limited to one year.
  5. Employees considered for temporary promotions must meet the minimum qualifications required for the position. An employee temporarily promoted to a full, first-line supervisory position must supervise at least one person at or above the grade level from which he/she was promoted.
  6. Merit increase consideration is based on the NDE of the regular position, not the effective date of the temporary promotion. The employee is eligible for merit increase consideration on their regular NDE if the merit step of the regular position is higher than the base pay step of the temporary promotion. When the employee moves back to his/her regular position, the temporary promotion ends and the employee is eligible for the step at which he/she would have been had there not been a temporary promotion.
- E. Demotion - the movement of an incumbent from the classification that he/she is currently assigned to a classification paid at a lower level. It occurs as a result of a supervisor's request or unsatisfactory job performance.**
1. For a demotion, the employee's pay is placed in the lower salary grade no higher than the closest step which would result in a decrease in salary. If

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the recommended step is less than the current salary minus 5% rounded to the next lower step the supervisor must prepare a justification memo that is signed by the department's ACM or the City Manager.

2. The employee's NDE is changed to the date of the demotion and, the employee is next eligible for a merit increase one (1) year from the date of the action.
3. If returning to the same position as held immediately prior to the current promotion, the employee will be placed in the step where he/she would have been had the promotion not occurred.

**F. Salary Grade Reduction – the voluntary movement of an incumbent from the classification in which he/she is currently assigned to a classification paid at a lower level. It occurs at the employee's request.**

1. For a salary grade reduction, the employee's pay is placed in the lower salary grade no higher than the closest step which would result in a decrease in salary. If the recommended step is less than the current salary minus 5% rounded to the next lower step the supervisor must prepare a justification memo that is signed by the department's ACM or the City Manager.
2. The employee's NDE is changed to the date of the salary grade reduction and, the employee is next eligible for a merit increase one (1) year from the date of the action.
3. If returning to the same position as held immediately prior to the current promotion, the employee will be placed in the step and on the same merit increase schedule where he/she would have been had the promotion not occurred. The employee will retain the original NDE and will not be permitted to promote back to the higher position from which he/she demoted for a minimum time period of one year.

**G. Reclassification – the action that results when a position *has taken on significant new duties and responsibilities since the last time the job was evaluated.* The new duties may or may not add points to compensable job factors used to determine a new grade and may result in a higher or lower salary grade based on the outcome of the compensation analysis. As part of the reclassification process, a different job title is selected to reflect the changes in the work performed.**

1. When the supervisor observes that new or additional work being done by an employee involves significantly different duties from their assigned

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classification and they have been performing them for a substantial period of time, a reclassification request may be submitted.

2. Upon being reclassified to a classification that is a minimum of two grades higher, an employee will receive the next higher step in the new salary grade that provides a minimum increase of 5%. If the reclassification results in an increase of only one salary grade, the change in salary will be implemented step to step (at the same step the employee was being paid in the previous grade).
3. Upon being reclassified to a job class that is paid at a lower rate, the employee's pay may be frozen at the current level or reduced as deemed appropriate by management. The employee would be eligible for a merit increase that would place the incumbent "on step" when the NDE occurs.
4. A reclassification is effective at the beginning of the pay period following City Manager approval unless otherwise determined by the City Manager.
5. A title change occurs when employees are assigned a new job title but remain in the same pay grade.
6. For employees who are reclassified, their NDE does not change.

**H. Re-evaluation – the action that results when a position *has taken on significant new duties and responsibilities since the last time the position was evaluated.* The new duties may or may not add points to compensable job factors used to determine a new grade and may result in a higher or lower salary grade based on the outcome of the compensation analysis. With a re-evaluation, the title of the job classification remains the same.**

1. When the supervisor observes that new or additional work being done by an employee involves significantly different duties from their assigned classification and they have been performing them for a substantial period of time, a re-evaluation request may be submitted.
2. Upon being re-evaluated to a salary grade which is a minimum two grades higher, an employee will receive the next higher step in the new salary grade which provides a minimum increase of 5%. If the re-evaluation results in an increase of only one salary grade, the change in salary will be implemented step to step (at the same step the employee was being paid in the previous grade).
3. Upon being re-evaluated to a job class that is paid at a lower rate, the employee's pay is frozen at the current level. The employee would be



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eligible for a merit increase that would place the incumbent “on step” when the NDE occurs.

4. For employees who are re-evaluated, their NDE does not change.

**I. Transfer – the lateral movement of an employee to a new position in the same pay grade as his/her current position.**

1. Movement within the same department:

- a. Same classification (considered a reassignment) -- no base pay change; no change in NDE. No Personnel Status Change form required.
- b. Different classification with the same pay grade -- no base pay change; the employee’s NDE changes to the date twelve (12) months after the date transferred. Subsequent merit increases will be considered annually on the employee’s NDE to the limits of the grade as specified in the pay plan. Personnel Status Change form required.

2. Movement to a different department:

- a. Same classification -- no base pay change; no change in NDE. Personnel Status Change form required.
- b. Different classification with the same pay grade -- no base pay change; the employee’s NDE changes to the date twelve (12) months after the date transferred. Subsequent merit increases will be considered annually on the employee’s NDE to the limits of the grade as specified in the pay plan. Personnel Status Change form required.

**J. Change in Employment Status**

1. Regular Part-time to Regular Full-time:

When a regular part-time employee moves into a regular full-time position, it is treated as one of the following actions: status change only, promotion, demotion, salary grade reduction, or transfer. The department director may consider a regular part-time employee moving into a regular full-time position as a newly hired employee. A Personnel Status Change form is required for all actions.

**2. Regular Full-time to Regular Part-time:**

When a regular full-time employee moves into a regular part-time position, it is treated as one of the following actions: status change only, promotion, demotion, salary grade reduction, or transfer. The department director may consider a regular full-time employee moving into a regular part-time position as a newly hired employee. A Personnel Status Change form is required for all actions.

**3. Temporary or Seasonal to Regular Full-time or Regular Part-time**

When a temporary or seasonal employee moves to a regular full-time or regular part-time position, the department director may consider him/her a newly hired employee. A Personnel Status Change form is required.

**4. Regular Full-time or Regular Part-time to Temporary or Seasonal**

When a regular full-time or regular part-time employee moves to a temporary or seasonal position, the department director may consider him/her a newly hired employee. A Personnel Status Change form is required.

#### **IV. BUDGETARY CONSIDERATIONS**

- A. All salaries must be adequately funded in each department's annual budget.
- B. Department Directors shall be responsible for ensuring that salaries provided are within the budgetary allocations.
- C. Requests for reclassification or re-evaluation review should be done annually as part of the annual budget process. Should the need exist for reclassification or re-evaluation review, the Department Director must submit the request to Human Resources no later than December 31 to ensure that Human Resources has ample time to complete the evaluation and recommendation to the department prior to budget kickoff. All approved reclassifications, if funded, will become effective the first full pay period in October of the new fiscal year or on a later date. A Job Analysis Questionnaire (JAQ) and an organization chart showing the reporting relationship of the position within the department will be submitted, along with Position Control Request (PCR) form. The PCR, JAQ and organization chart will need to be forwarded to Human Resources following the review and approval by the department's ACM.

**V. PROCEDURAL EXCEPTIONS/CHANGES**

- A. Department directors who wish to address possible inequities in an employee's pay under circumstances that are not covered by these procedures may submit that request in writing to Human Resources. The request will be evaluated and a recommendation sent to the City Manager or his/her designee, for a final decision.
  
- B. Changes to any procedures contained herein must be authorized by the City Manager or his/her designee.



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