



CITY OF IRVING
GENERAL GOVERNMENT PAY PLAN PROCEDURES

Effective January 1, 2019
(Revised October 30, 2018)

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The City of Irving does not discriminate on the basis of race, color, religion, sex, national origin, age, genetics, disability, marital status, sexual orientation, gender identity or expression/reassignment, pregnancy or maternity, veteran status or any other status protected by national, federal, state or local laws.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. Merit pay 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 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, in consultation with Department Directors, 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 and accompanying pay plan procedures define 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 Department Of Transportation (DOT) 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. For example, when a merit increase is not implemented in the appropriate pay period for clerical/scheduling reasons, such as the unavailability of a supervisor to complete a Performance Evaluation, FML leave, etc. back pay will be issued when the merit increase is processed to correct the 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 (for Non-Exempt employees), 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 or the entry rate of the salary grade.
2. Applicants with substantially better than minimum qualifications may be recommended for a higher step (or pay rate) by the Department Director. A memo requesting the higher starting salary must be forwarded to and approved by the Assistant City Manager (ACM), Deputy City Manager (DCM), or the City Manager to whom the Department Director reports prior to extending an offer to the applicant; further, additional payroll cost must be funded in the budget of the hiring department, and any necessary budget adjustments must be approved by the Budget Administrator. 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. General Government 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 Next Date Eligible (NDE) until the maximum 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.
6. The practice of hiring returning seasonal employees at one higher step than when they previously worked for the City is permitted.

B. Merit Increase – the increase in an employee’s pay from one step to the next, or one pay rate to a higher pay rate, within the designated pay range based on appropriate levels of performance.

1. All merit increases for employees “on step” will be processed automatically during the pay period in which the Next Date Eligible (NDE) falls, provided the employee’s performance evaluation is received by the submission deadline for that pay period. If the employee’s performance evaluation is submitted after the due date, or the employee’s base salary is not “on step” (sometimes referred to as “Step 0” cases) it must be accompanied by a Personnel Status Change Form (P-4).

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2. For employees whose salaries are not at the maximum of their respective pay ranges, and who will not be receiving a merit increase, either a Performance Improvement Plan (PIP) or a justifying memo must be submitted to HR prior to (or with) the Performance evaluation. The Memo or PIP will establish a review period. If the cited performance or behavior that served as the underlying basis for merit denial has demonstrably improved after the review period, then the merit will be awarded effective the first pay period after the review has ended.
3. No employee shall receive a merit increase that would take his or her base salary above the range maximum of his/her paygrade; Additionally:
 - a. With approval from City Management, the merit increase for positions assigned to an EX paygrade will be for a positive percentage not to exceed 3.5%, rounding cents on the monthly result to the next whole dollar.
 - b. For any other employees assigned to paygrades with open ranges (without steps), merit increase percentages shall be determined by rules linked to performance evaluation outcomes and approved by the City Manager.
 - c. For all other employees, there will be no eligibility for more than one step increase per year for merit.
4. 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.
5. Merit reviews do not apply to temporary and seasonal employees.

C. Salary Adjustments – The periodic modification of Salary Tables to maintain the internal equity and market competitiveness of our general government compensation structure, taking one of the following forms:

1. **Cost of Living Adjustments (COLA)** – Intended to reflect price increases, all salary table ranges are increased by a percentage approved in the annual budget. This adjustment is applied to the maximum rate, and is reflected in corresponding increases in range steps; increases are “passed through” to employees earning rates within their respective ranges.

Note: For General Government job classifications, the relative market value, based on defined duties, is reflected in the pay grade assigned.

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2. **Compensation Plan Adjustments** – Reflects a structural realignment to a salary table, its criteria (provided in Section VI), or a classification’s pay grade within the table to maintain internal equity. To place employees on the revised table/grade with “stepped” ranges, their pay rates increase to the closest step that is equal to or higher than their current rate. For employees assigned to open ranges, the salary only changes if necessary to assure they earn at least the minimum of their respective ranges.

D. Lump Sum Merit and/or Cost of Living Payments – A mechanism to maintain internal equity, and provide a reward for meritorious employees who are currently earning at or above the top of their respective pay ranges without taking them (further) from their range, lump sum payments for cost of living adjustments and/or merit increases may be awarded.

1. In implementing salary adjustments approved and authorized by Council, such as Cost of Living Adjustments (COLAs) or Market adjustments, base salaries will not be increased beyond the revised pay range maximums.
2. Any proportion of an approved COLA or market adjustment that would take the employee’s base salary over the revised pay range maximum will be paid as a one-time, lump-sum payment. (For example, if a 1% COLA is approved, and Employee A is *already* earning a base salary such that 0.5% increase would take her/him to the revised pay range maximum, half of her/his COLA would be paid as a lump sum. In the same scenario, if Employee B is already earning above the revised pay range maximum, s/he would receive all of her/his COLA as a lump sum payment.)
3. COLA and/or Market Adjustment lump sum payments will be received within one month of the corresponding base pay adjustments.
4. When authorized in an approved Annual Budget, regular, general government employees who have been earning at or above their respective pay range maximums for over a year – and who are not on a PIP – will be eligible for a lump sum merit increase. As specified when approved, the increase will be for a predetermined amount or percentage, rounded to the nearest whole dollar, and pro-rated by FTE.

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E. 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, or assigned a pay rate of the new position's salary grade that the supervisor believes is appropriate after considering:
 - a. the employee's skill and experience level,
 - b. the relative market for the position,
 - c. qualifications of organizational value in excess of requirements,
 - d. budgetary constraints, and
 - e. equity with current employees in the department.
2. If the promotion results in an increase of only one salary grade, without an approved justification memo (see next subsection), the change in salary will be implemented step to step (at the same step the employee was being paid in the previous grade).
3. Prior to communicating the offer to the employee, 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 Assistant City Manager (ACM), Deputy City Manager (DCM) or the City Manager to whom the department director reports.
 - a. The justification memo should memorialize the supervisor's consideration of the five (5) criteria enumerated just above (in Promotion subsection 1), along with any other considerations for approval.
 - b. 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.
4. In no case will an employee be assigned a pay step or rate not appearing within the pay grade of the classification to which he/she is being promoted.
5. 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.

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F. 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.

1. Upon being temporarily promoted, the employee may be placed on a step or pay rate of the new position's salary grade that the supervisor believes is appropriate after considering:
 - a. the employee's skill and experience level,
 - b. the relative market for the position,
 - c. qualifications of organizational value in excess of requirements,
 - d. budgetary constraints, and
 - e. equity with current employees in the department.
2. If the promotion results in an increase of only one salary grade, without an approved justification memo (see next subsection), the change in salary will be implemented step to step (at the same step the employee was being paid in the previous grade).
3. Prior to communicating the offer to the employee, 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 Assistant City Manager (ACM), Deputy City Manager (DCM), or the City Manager to whom the department director reports.
 - a. The justification memo should memorialize the supervisor's consideration of the five (5) criteria enumerated just above (in Promotion subsection 1), along with any other considerations for approval.
 - b. 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.
4. Employees considered for temporary promotions must meet the minimum qualifications required for the position, *or* have demonstrated the ability to perform the essential functions of the role. In the latter case, approval is required from the Assistant City Manager (ACM), Deputy City Manager (DCM), or the City Manager to whom the department director reports.
5. If there is a need for a temporary promotion, the department must receive approval from the Human Resources Director prior to processing the change.
6. In no case will an employee be assigned a pay step or pay rate not appearing within the pay grade of the classification to which he/she is being temporarily promoted.

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7. 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 to Department Director and above are limited to one year.
8. An extension of temporary promotions will only be granted in extenuating circumstances, and will require the approval of the City Manager or his/her designee. Extension requests should be submitted to Human Resources with elaboration on the extenuating circumstance(s) to justify the extension. Human Resources will forward the request, along with its recommendation, to the City Manager's Office.
9. Merit increase consideration is based on the NDE of the regular position, not the effective date of the temporary promotion. Employees are eligible for merit increase consideration on their regular NDE if the merit step or pay rate of the regular position is higher than the base pay step or pay rate 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 or pay rate at which he/she would have been had there not been a temporary promotion.

G. Flexible Classifications – When minimum qualifications for a classification present recruitment challenges, flexible classifications may be approved. This allows positions to be filled at lower pay grades (than budgeted) with individuals who will be trained (in accordance with development plans) to reach the higher grade. In these instances, flexible classification advancement is the action that results when an incumbent meets all the qualifications of a linked flexible classification (of the same job series) that is assigned a higher pay grade, and for which his/her position has been budgeted.

1. When an employee is in a flexible classification in a job series and attains the qualifications that differentiate his/her present classification from a higher level for which the position has been budgeted, then s/he is a candidate for flexible classification advancement.
2. Flexible Classification Advancements must go through the budget process (see IV.C); provided, (a) if the action does not require a budget adjustment and (b) the authorizing documents and differentiating criteria of the flexible classification allow, they may take place mid-year.
3. When an incumbent receives flexible classification advancement, s/he will be assigned to the new pay grade using promotion *methods* (outlined in III.C), and his/her NDE will be reset accordingly to one year later.

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- H. Additional Duty Assignment – the action that results when a position has temporarily been assigned significant new duties and responsibilities that are different from and in addition to the current job description. The additional duties will be evaluated by compensation staff to determine if Additional Duty Pay is appropriate.**
1. Additional Duty Pay may be requested for employees who are required to perform significantly different additional duties for a defined period of time. The minimum time shall be thirty calendar days.
 2. The request will be evaluated according to one of three categories:
 - a. **Project-Based Request** – itemizes new duties connected with a special project and specifies an end date that shall not exceed six calendar months from the approved effective date (or one year for Department Directors).
 - b. **Vacancy-Based Request** – affirms that the employee will be performing at least 75% of the duties for a vacant position in a significantly different job classification, and specifies an end date that shall not exceed six calendar months from the approved effective date (or one year for Department Directors).
 - c. **Leave-Based Request** – necessitated by the extended leave (i.e., 30 days or greater) of another employee, and affirms the employee for whom the request is made will be performing at least 75% of the absent employee’s role. When the absent employee is of the same pay grade as the latter, then Additional Duty Pay will be determined *as if* it were a lateral vacancy request.
 3. Based on the analysis of the request and the relevant job duties:
 - a. For Additional Duty Pay awarded based primarily on an increase in work volume of equal or lesser complexity to existing duties, the amount will be 3.5%.
 - b. In other cases (e.g., assumption of higher-level duties), the amount will be recommended by Compensation staff, subject to approval by the appropriate Assistant City Manager, Deputy City Manager, or City Manager.
 4. The basis for merit increase consideration will continue to be the Next Date Eligible of the *regular* position, not the effective date of the award of Additional Duty Pay.

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5. Additional Duty Pay shall not be factored when calculating any final compensation or reimbursements (e.g., vacation pay outs) for an employee leaving City employment.
6. Additional Duty Pay shall end after the earliest of the following: (a) Human Resources is in receipt of a written communication from the department director ending the request; (b) the specified and approved end date has elapsed; or, (c) for Leave-Based Requests, the pre-specified event approved by Human Resources, such as the return from leave of the absent employee, has occurred.
7. An extension of Additional Duty Pay will only be granted in extenuating circumstances, and will require the approval of the City Manager or his/her designee in writing. Extension requests should be submitted to Human Resources with elaboration on the extenuating circumstance(s) to justify the extension. Human Resources will forward the request, along with its recommendation, to the City Manager's Office.
8. Additional Duty Pay will not be awarded for the following: (a) as reward for performance or length of service; (b) when receiving "On-the-Job Training" for a position of a higher job classification; and (c) when additional duties from another role are performed on an Acting basis, such as for fewer than 30 days and/or to minimally support another position when its incumbent is on vacation or other short-term leave.
9. Nothing herein shall be construed to prevent assignment of higher-level duties to an employee without additional compensation. Authorized additional compensation shall be paid only in cases of authorized Additional Duty Pay.
10. If Human Resources recommendation is approved by the appropriate Assistant City Manager (ACM), Deputy City Manager (DCM), or the City Manager or his/her designee, then the request will be returned to the Department, which will include the approved compensation. The employee's Department shall provide a copy of these documents to the employee, and no employee should have a reasonable expectation of receiving Additional Duty Pay for work performed prior to the approved effective date.

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I. 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.
2. 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 Assistant City Manager (ACM), Deputy City Manager (DCM), or the City Manager to whom the department director reports.
3. 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.
4. If the employee is returning to the same job classification as held immediately prior to a promotion, the employee will be placed in the step or pay rate where s/he would have been had the promotion not occurred.

J. 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.
2. 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 Assistant City Manager (ACM), Deputy City Manager (DCM), or the City Manager to whom the department director reports.
3. The employee's Next Date Eligible (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.
4. If the employee is returning to the same job classification as held immediately prior to a promotion, the employee will be placed in the step or pay rate, as well as, on the same merit increase schedule where s/he 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 job classification from which s/he took a reduction for a minimum time period of one year.

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- K. Job Analysis Questionnaire (JAQ) – The primary source of Job Description content, this document is used to collect information, certified by the submitting Department’s Director as *honest and accurate*, which is pertinent to determining the appropriate pay grade for a position.**
- L. 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 classification, or a department finds that the position duties need to change to meet a business interest, a reclassification request may be submitted.
 2. Reclassification requests should be submitted for the next fiscal year, in accord with the budget calendar, unless it would result in a net savings in full-year estimated total compensation costs, including benefits and taxes.
 3. A Job Analysis Questionnaire (JAQ) and an organization chart showing the reporting relationship of the position within the department will be submitted, along with a 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 Assistant City Manager (ACM), Deputy City Manager (DCM), or the City Manager to whom the department director reports.
 4. Upon being reclassified to a classification of a higher pay grade, the following will determine the employee’s base salary increase:
 - a. It will be not less than the minimum of the higher pay grade, nor more than its maximum. In the rare instances in which current base pay already exceeds the maximum, there will be no salary change.
 - b. Otherwise, the increase percentage will be $5 + (3.5 \times \text{Proportion of Review Period Completed})$. This percentage will be applied to the monthly base, rounded to the next highest whole dollar.
 - c. The *Proportion of the Review Period Completed* is $1 - [(\text{Current NDE} - \text{Reclassification Pay Period Begin Date}) / 365]$

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5. 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.
6. The employee's Next Date Eligible (NDE) is changed to the date of the reclassification and, the employee is next eligible for a merit increase one (1) year from the date of the action.
7. A reclassification is effective at the beginning of the pay period following City Manager approval unless otherwise determined by the City Manager or her/his designee.
8. A title change occurs when employees are assigned a new job title but remain in the same pay grade.

M. 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, or a department finds that the position duties need to change to meet a business interest, a re-evaluation request may be submitted.
2. Reevaluation requests should be submitted for the next fiscal year, in accord with the budget calendar, unless it would result in a net savings in full-year estimated total compensation costs, including benefits and taxes.
3. A Job Analysis Questionnaire (JAQ) and an organization chart showing the reporting relationship of the position within the department will be submitted, along with a 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 Assistant City Manager (ACM), Deputy City Manager (DCM), or the City Manager to whom the department director reports.
4. Upon being reevaluated to a a higher pay grade, the following will determine the employee's base salary increase:
 - a. It will be not less than the minimum of the higher pay grade, nor more than its maximum. In the rare instances in which current base pay already exceeds the maximum, there will be no salary change.

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- b. Otherwise, the increase percentage will be $5 + (3.5 \times \text{Proportion of Review Period Completed})$. This percentage will be applied to the monthly base, rounded to the next highest whole dollar.
 - c. The *Proportion of the Review Period Completed* is $1 - [(\text{Current NDE} - \text{Reevaluation Pay Period Begin Date}) / 365]$
- 5. 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.
 - 6. The employee's Next Date Eligible (NDE) is changed to the date of the reevaluation, and the employee is next eligible for a merit increase one (1) year from the date of the action.
- N. 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; 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; Personnel Status Change form required.

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O. 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, except when cost savings can be demonstrated (as discussed above). Should the need exist for reclassification or re-evaluation review, the Department Director must submit the request to Human Resources by the deadline established by the annual budget calendar 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, unless otherwise determined by the City Manager.

V. JOB CLASSIFICATION DISTINCTIONS & TITLING CONVENTIONS

When practicable, going forward, the following titling conventions shall be used to establish new and adjust/maintain existing job classifications:

Director – Responsible for all operations within a department.

Deputy – Except when/if used for law enforcement personnel, use of this term is reserved for departments reporting directly to Council and instances when (a) virtually all of the requirements for Assistant Director (below) are met, (b) the position requires a high level of knowledge across multiple disciplines and/or departments, *and* (c) it is authorized/designated to assume nearly full authority for an Executive in the absence of the latter individual.

Assistant Director – Provides guidance to the director on a broad range of functions; *may* carry out the functions of the director in his/her absence; directly supervises employees, and is the first or second-line supervisor for almost all employees in a functional area of a department.

Manager – Direct report to a Director or an Assistant Director with primary responsibility for one or more major departmental functions, and is the direct report for (2.0) FTE or more assigned workers for whom s/he makes hiring, firing, and discipline decisions.

Supervisor – Full, first-line supervisor responsible for appraising the work of at least two (2.0) FTE assigned workers and for hiring, firing, and disciplining.

Lead – Provides oversight for work, projects and results monitoring, which is often referred to as “functional and technical supervision;” further, gives input with regard to hiring, firing, and disciplining.

Administrator – High-level position that maintains primary responsibility for a particular role or function but does not *necessarily* supervise staff; further, the role is characterized by the significant impact of decisions and importance of business operations to the organization.

Coordinator – Office-oriented position that requires specialized knowledge; further, the role has primary responsibility for completion of one or more work processes, and may coordinate the work of others in completion of related projects.

Specialist – Professional or Administrative position requiring knowledge and expertise in a particular field, distinguishable from the work of others within the division or department; additionally, the role may include providing project lead oversight to colleagues, though formal, organizational supervision is not involved.

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Generalist – Professional position requiring knowledge and expertise in a particular field, broadly applied to a myriad of departmental (or citywide) functions, and able to advise and functionally lead others as concerns his/her subject matter; additionally, the role may include limited formal, organizational supervision.

Analyst – Position assigned specialized work requiring the development of information from data guided by a level of expertise in a trade or profession gained from learning equivalent at least to a four-year degree; further, the analytical techniques include the systematic use of mathematics, statistics, and/or qualitative methodological techniques to meet the requirements for high-level report preparation.

Technician – Employee assigned highly technical work in a specialized area.

Assistant – Employee assigned primarily clerical or support staff responsibilities; additionally, may be the first level of a job series.

Officer – If not directly connected with public safety: a direct report of a Department Director or higher-level position who is the primary subject matter authority in a specific area.

Chief – Has responsibility for oversight of lower-level employees and specialized expertise in a trade, profession, or related function; additionally, if part of a job series, is the highest level.

Crew Leader – A position with on-site leadership responsibilities over a small group of employees assigned to various field operations.

I – Entry-level employee who performs basic work that requires little to no experience or training.

II – Employee who performs responsible work of a significant nature that requires some experience (at least two years) in the assigned functional area and must be trained regarding systems, procedures, and protocols; additionally, operates with more autonomy / independent judgment than level I.

Senior – High-level employee who performs the most responsible functions of the work unit. The Level II distinction applies, and if there is a Level II and a Senior in the job series, the Senior will have more experience and operate with more substantial independence of judgment; also, may provide project or technical oversight to other journey or entry-level staff.

VI. SALARY TABLE ASSIGNMENT CRITERIA

When practicable, going forward, pay grade recommendations shall utilize the following criteria in determining the appropriate salary table, assigning to the first table (as ordered) for which the job classification qualifies:

Executive (EX) – This table is reserved for department Directors, direct reports to City Council, and their Deputies.

Information Technology (IT) – Job Classifications in the Information Technology Job Family, as determined by the essential nature of at least a third of their duties, or (in the case of supervisory personnel), a majority of their direct reports.

Engineering (EN) – To qualify on an engineering basis, the job classification must either require an Engineering Degree, or supervise a position requiring an Engineering Degree.

Hospitality Industry (HI) – Job Classifications of the Irving Convention & Visitors Bureau (ICVB).

General Government (GG) – Positions neither assigned to EX, IT, HE Salary Tables, nor belonging to the Civil Service.

Civil Service (CF or CP) – Positions that are part of the Civil Service are assigned to the Civil Service – Fire (CF) table if associated with the Irving Fire Department, or to the Civil Service – Police (CP) table if part of the sworn Police force.

Seasonal (SL) – Temporary position qualifying as *seasonal* under U.S. Department of Labor guidelines.

Seasonal Aquatics (SA) – Temporary position qualifying as *seasonal* under U.S. Department of Labor guidelines, and with duties comparable to regular Aquatics positions in the Parks & Recreation department.

VII. 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; Alternatively, changes to any procedures contained herein that exclusively impact a City Charter Agency of Irving must be signed by its chief executive or his/her designee.


Corey A. Hendon
Compensation Administrator


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Budget Manager


Jill McAdams
Human Resources Director


Jeff Litchfield
Chief Financial Officer


James Childers
Assistant City Manager


Ramiro Lopez
Assistant City Manager


Christopher Hillman
City Manager