



THOMPSON RIVERS PARKS & RECREATION DISTRICT TRPRD

Compensation Policy Guide

January 2021

OUR MISSION

Building a healthy, happy community through people, parks, programs and partnerships

OUR VALUES

Embrace Change

Be Community Driven

Build Collaborative Relationships

Show Passion in All We Do

Be a Team on a Mission

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Using this Guide

This guide has been developed to assist in the understanding of and compliance with TRPRD compensation practices. These procedural guidelines serve as a tool for the TRPRD to create and maintain consistency in managing its compensation system.

Compensation Philosophy

TRPRD's compensation and reward programs are designed to be externally competitive and internally equitable, to enhance the organization's ability to attract, retain, and motivate high-quality, enthusiastic staff who contribute to its continued success. Further, through well designed pay structures and programs, TRPRD aims to motivate employees to meet and exceed the requirements of their jobs, which includes obtaining and maintaining proper certifications, licensure, and credentials, and maintaining satisfactory performance, behaviors, and conduct.

It is the responsibility of TRPRD leadership to ensure that TRPRD's compensation and reward programs:

- Reflect the TRPRD's philosophy of being competitive and equitable;
- Are applied with uncompromising honesty and integrity;
- Incorporate appropriate understanding of the employee's experience, skills, knowledge, time in the position, and performance results, in making rewards decisions;
- Are applied appropriately to all paid TRPRD employees, including full-time, part-time, and administrative members, both non-exempt and exempt; and
- Are consistent with federal, state, and local laws and regulations.

Pay Changes

Pay Schedule, Assignment, and Changes

TRPRD administers its pay practices through the consistent process of assigning jobs to pay grades within the established pay structure; and the consistent application of personnel actions, career progression, and employees' pay assignments. For these reasons, TRPRD institutes and maintains a salary structure that is consistent and competitive with the relevant labor market, composed of agencies similar in size, revenue, geographic area, and business model.

TRPRD promotes employees' professional growth by having a salary structure where employees progress within pay ranges based on a consistent and systematic process of pay increases, subject to budget availability and leadership approval. Most common types of pay increases may include:

- *Cost of Living Adjustments (COLA)*: awarding pay increases to mitigate increase in cost of living.
- *Promotions*: advancing employees to next level or higher classification based on attaining set promotional guidelines.
- *General Increases*: acknowledging employees' dedication and longevity at the end of set periods of time, typically one year.
- *Market Adjustments*: bringing pay rates to a competitive level according to similar jobs in the relevant labor market.

Market Adjustments

Market adjustments are identified by TRPRD leadership as essential for recruitment and retention, due to the movement of prevailing labor market wages. Leadership recommends pay increases to ensure TRPRD's pay structure is or remains competitive with the relevant labor market. To determine if market adjustment(s) are warranted, TRPRD surveys the market pay trends; upon review by TRPRD leadership and the Board, adjustments to pay ranges for all, or select, classifications may be determined warranted.

Market adjustments are made at the discretion of leadership and the Board and are subject to budget availability. Budgets for market adjustments are identified by the TRPRD Leadership team and Board of Directors, or designee, during the annual budgeting process. An overall budget for market adjustments must be approved by the Board and administered accordingly.

The implementation process and eligibility to receive approved market adjustments are as follows:

- Enactment of market adjustments will typically occur on the same date for all employees, unless they are on a leave of absence or under disciplinary action (DA) or on a performance improvement plan (PIP). An employee returning from leave will be eligible for the assigned market increase upon the date the employee returns to work.
- Employee salary increases apply to all individuals in a particular classification *except* for those whose pay rates are positioned at the top of the updated pay-scale range. Any increases to employees at the top will be administered in the form of a lump sum until the pay structure is adjusted upwards, based on future surveys establishing changes in the labor market.
- An employee under disciplinary action (DA) must wait 180 days, or until notification by the supervisor to the TRPRD Leadership Team and Board of Directors that the employee has corrected the behavior, to receive a market salary adjustment. Staff will track this notification and prepare necessary documentation, the Personnel Action Form (PAF) (see [Appendix 1](#) for form example), effective the next pay period following the completion of the 180-day period. Employees who completed their DA term are eligible to receive only the *market adjustment - not any other type of increase*.

Employees employed less than one year not eligible for COL raises.

Special Requests

On rare occasion, based on the labor market changes and with the approval of the TRPRD Leadership team and Board of Directors, a job classification may be reviewed for market competitiveness with subsequent recommendation(s) for the grade change or pay adjustments. The TRPRD Leadership Team and Board of Directors has responsibility for ensuring pay adjustments do not cause the department to exceed its approved budget.

Pay Decisions for Employment Actions

Lateral Transfers

A lateral transfer occurs when:

- an employee moves to a different position which falls within the same pay grade OR
- an employee remains in the same job, but transfers departments, units, or assignments.

Lateral transfers should not be accompanied by a pay-rate increase or decrease. Extenuating circumstances must be discussed with and approved by the TRPRD Leadership team and Board of Directors before action or related discussion with the employee takes place.

Promotions

A promotion occurs when:

- an employee moves from a position in one pay grade to a position in a higher pay grade OR
- an employee is reclassified to a job assigned to a higher pay grade.

Implementation process and eligibility for promotional increases are as follows:

- The TRPRD Leadership team and Board of Directors must be contacted for promotion rates and will approve a promotional increase and step placement, which is commensurate with the increase in responsibilities and expected performance results of the new position.
- An employee's assigned step in the new position may not exceed the employee's current step assignment, and generally should be lower.
- Supervisory or managerial positions may require a higher increase to maintain internal equity or address pay compression.
- The TRPRD Leadership team and Board of Directors, or designee, will evaluate the employee's experience, performance, and internal equity before recommending a promotion rate.

Demotions

A demotion occurs when an employee is assigned to a position at a lower pay grade. Demotions can be *voluntary* or *involuntary* as defined below.

- *Voluntary demotion* is where an employee chooses to step down from a position at a higher pay grade.
- *Involuntary demotion* may be the result of a disciplinary action or a restructure within TRPRD.

Regardless of whether the demotion is voluntary or involuntary, the policy for pay adjustment is the same.

Implementation for demotion pay decrease is as follows:

- The demoted employee's salary and step assignment will be decreased equal to the percentages recommended under Promotions, less any prorated credit for experience and performance as determined by the TRPRD Leadership team and Board of Directors.
- The new rate will not be less than the minimum or exceed the maximum of the newly assigned pay-grade range.
 - If, as a result of a restructure, the rate of pay is above the maximum of the new pay grade, the pay rate shall be frozen (red-circled).
- The TRPRD Leadership team and Board of Directors is the final approver for all pay-rate changes. The TRPRD Leadership team and Board of Directors, or designee, *must discuss* with the employee any change in job compensation/classification.

Acting Assignments

At times, department needs require assigning an individual to fill a specific role on an interim basis. If an employee is requested to act at the higher job classification on a full shift assignment, this employee

shall receive ten percent (10%) premium on top of their regular base pay or the minimum of the pay grade of the assigned position, whichever is greater, for all hours worked in the assigned position.

Acting Assignments apply only to regular TRPRD employees who are classified as non-exempt from overtime provisions of the Fair Labor Standards Act (FLSA). Salary premiums will only apply to long term (30+ Days) assignments, NOT A single shift assignment.

Temporary Promotional Assignments

At times, department needs require assigning an individual to a specific role or position for an extended period of time, 30 days or more. In these situations, this employee shall receive ten percent (10%) premium on top of their regular base pay or the minimum of the pay grade of the assigned position, whichever is greater, for the entire tenure of the assignment.

Upon approval by the TRPRD Leadership team and Board of Directors, employees acting in a higher-level job classification will receive additional compensation of ten percent (10%) premium on top of their regular base pay rate for the entire tenure of the assignment.

Under no circumstances shall an employee in an acting assignment or temporary promotion be paid below the minimum or above the maximum of the pay grade of the assigned position.

The employee's supervisor must request the action and receive approval from the TRPRD Leadership team and Board of Directors.

Upon completion of the interim assignment, the additional compensation will cease.

Temporary Promotional Assignments apply to all regular TRPRD employees regardless of their exemption status from overtime provisions of the Fair Labor Standards Act (FLSA).

Salary Structure

Salary Structure Overview

The following pay structure is adopted by TRPRD Leadership team and the Board and will be periodically reviewed to remain current and aligned with the relevant labor market.

The current pay structure represents an open-range concept, where each job is assigned to a pay grade that best reflects the relevant labor market range for similar jobs and has three reference points - Minimum, Midpoint, and Maximum - for the range. The pay rate of an employee with little or no experience is typically assigned below the midpoint and close to the minimum of the pay grade of the assigned job classification, whereas the rate of an employee who is experienced and acts at the level of full performance can be assigned close to or at the midpoint of the pay grade of the assigned job classification.

Table 1: Pay Structure – Job Classifications

Strategy for Pay Grades and Ranges

TRPRD bases pay grades on external competitiveness where deemed appropriate and internal equity as a guiding principle. TRPRD sets its compensation philosophy to target the 40%-50th percentile of the market MEDIAN for the midpoint of the pay grades for similar jobs.

The market analysis compares TRPRD’s classifications to similar classifications in the external market by matching job responsibilities and requirements with other similar organizations. Comparative data is evaluated at the local, statewide, regional, or national level, based on the breadth of the recruiting area needed to acquire appropriate candidates for the position. Data collected from other geographic areas are adjusted to align with the cost of living and cost of wages in the relevant labor market. The actual market position used in TRPRD’s pay-grade structure is determined by computing an “aged” composite average from the survey data for each job.

Not all classifications can be easily matched with the external market. For these classes, an internal equity analysis, or job evaluation, is conducted to define an appropriate pay grade. Classifications are compared with other TRPRD classifications that have similar licensing, knowledge, skills, responsibilities, and training required to perform the job.

Starting Pay Rates

TRPRD makes reasonable efforts to announce, post, or make known all opportunities for promotion to all current employees on the same calendar day. The rules clarify that the posting requirements do not apply to employees outside of Colorado. “Reasonable efforts” are satisfied by telling employees where to find postings or announcements, and allowing them to access posts at their regular workplace online or via a hard copy. A “promotional opportunity” is when an employer has or anticipates a vacancy in an existing or new position that could be considered a promotion for one or more employees in terms of compensation, benefits, status, duties or access to further advancement.

- Each job vacancy posting will disclose the hourly wage or salary, or the hourly wage or salary range, along with a general description of all benefits and other compensation offered. This requirement does not apply to jobs performed outside of Colorado and job postings entirely outside of Colorado.
- Permitted exceptions to the posting requirements include compelling confidentiality needs, automatic promotion after a specified initial trial period, and temporary, acting or interim hires.

Leadership, in partnership with HR, has the responsibility of determining the pay rate to offer within the established guidelines. The TRPRD Leadership team and Board of Directors is responsible for maintaining consistent procedures and internal equity.

The TRPRD pays new hire employees, which have only the minimum qualifications for their jobs, at the range minimum. Starting rates above the minimum may be offered based on an assessment of qualifications and experience, which may include any prior experience related to the job classification to which an employee is assigned.

Internal equity of current employees must be also taken into consideration when determining a starting rate of pay of the new employees. For that reason, the pay rates of the immediate supervisor and subordinates may also be considered. The objective is to avoid paying new employees at rates that are too close to more experienced employees in the same position.

Under no circumstance should an employee be hired below the minimum or above the maximum of the pay-grade range assigned. Only with prior approval from the TRPRD Leadership team and Board of Directors and achievement of eight or more years of directly related experience should an employee be hired above the grade midpoint.

Pay Equity Considerations

TRPRD makes all compensation decisions in a consistent and systematic manner to avoid pay inequities between employees in job classifications that may be viewed as substantially similar when it comes to similar skill, effort, responsibilities, and are performed under similar working conditions. To achieve that, TRPRD utilizes objective criteria as a determinant of the pay assignment, such as relevant to the job experience, or other related credentials and qualifications.

Approval for Starting Pay Rates

Any pay rate above the midpoint of the pay grade for an employee starting a new position should be confirmed/approved by the TRPRD Leadership team and Board of Directors. Under no circumstances should the hiring rate be set above the 75th percentile of the pay range, unless approved by the TRPRD Leadership team and Board of Directors.

The guidelines of crediting relevant to prior job experience are outlined in [Appendix 4](#).

Payroll Policy

TRPRD pays all employees on the 15th and last day of the month. If the payday falls on a weekend or holiday, payroll will be distributed on the last business day prior to the payday or as communicated to employees. TRPRD deposits pay checks via direct deposit, paper checks options are available.

Each employees work week consists of a seven-day period beginning and ending at midnight Sunday unless otherwise specified in writing by an authorized representative of the District.

Pay Period

TRPRD's pay periods begin on the 9th and 23rd of each month.

Deductions

Federal and state income taxes and social security contributions are automatically deducted from employee paychecks, as is required by law. In addition, the following payroll deductions may be authorized in writing by individual employees: EMPLOYEE CONTRIBUTIONS FOR HEALTH OR LIFE INSURANCE, RETIREMENT FUND CONTRIBUTIONS CHARITABLE CONTRIBUTIONS, OR REIMBURSEMENT TO EMPLOYER.

Garnishments

A garnishment is a legal deduction of a specified sum from an employee's wages in order to satisfy a creditor. If the District is required to garnish an employee's wages, the garnishment will be made in accordance with the law

Overtime

FLSA requires that non-exempt personnel who physically work above 40 hours in one week shall be paid at time and one-half (1-1/2) their hourly rate for any hours over the 40-hour threshold. Eligible hours must be physically worked and exclude any PTO (Paid Time Off) or unpaid leave, such as administrative leave, medical leave, and bereavement leave. Shift trades do not count towards an employee's actual hours worked.

Any additional overtime duty in excess of 40 hours during a one work week period must be authorized by the position's immediate supervisor or designee. All authorized overtime hours scheduled during a pay period will appear on the paycheck for that period in the form of extra overtime compensation. TRPRD MAY offer overtime for shifts that last more than 10 hours AND 1-1/2 pay for holidays. Discrepancies in overtime pay should be reported to the payroll department for investigation and, if confirmed, will be reflected in the next regularly scheduled payroll.

Examples of duties that will generally qualify the individual for overtime pay may include, but are not limited to, the following:

- Shift coverage.
- Duty performed as a result of call-back.
- Attendance at required training while off-duty.

Examples of situations that will *not qualify* the individual for overtime pay include, but are not limited to, the following:

- Voluntary pursuit of training.

FLSA Exempt Employees

Personnel considered exempt from overtime provisions of FLSA under professional, administrative, executive, or outside sales classifications must be designated as FLSA exempt employees by HR department and are not eligible for overtime pay.

Insurance Benefits

All regular, full-time employees are eligible to participate in group insurance benefits as established by the District Board of Directors. The terms and conditions of all group insurance plans offered by the District are subject to change from time to time at the discretion of the Board of Directors. District health insurance plans require employee contributions (20% of health insurance premium) as a condition of participation. Employee contribution not required for vision, dental, life and disability insurance. Required contributions must be made through payroll deductions.

All regular, full-time and part-time employees (at least 20 hours), are automatically enrolled into Unum, which is short-term and long-term disability policy. For more information contact Human Resources Manager.

Retirement Benefits

The District offers a retirement plan in which all regularly employed, full-time employees may participate in. The District will match up to five percent (5%). Information concerning specific details of the retirement plan are available from the Human Resource Manager please see addendum for a plan outline.

Employee Discounts

All full-time employees can participate in the District's programs and rentals free of charge. Part-time employees can receive fifty (50) percent off programs and facility rentals.

Job Description

A job description is an outline of the major duties and responsibilities of a classification and includes the minimum education and experience requirements needed to adequately perform the job requirements. A clear and concise position description eliminates employee confusion and accurately specifies job responsibilities.

A suitable position description¹ will contain the following:

- Key knowledge and facts about the job.
- Interaction required with specific equipment, material, and information.
- Information demonstrating what makes the position unique from others within TRPRD.

Heading: Includes the Title, Job Code, FLSA Status, Position Reports To, and Date of Approval.

- *Position Title.* Titles should relate to the basic characteristics of the job. Titles should also be consistent with approved HR naming conventions.
- *Job Code.* Job codes are established to keep positions with similar levels of responsibility or skills requirements grouped, for better review and tracking purposes.
- *FLSA (Fair Labor Standards Act - exemption from overtime) Status.* The job description should clearly define the position as either "exempt" (not eligible, or exempt, for overtime) or "non-exempt" (eligible for overtime).² The FLSA status of a job is subject to regular review.
- *Position Reports To.* Should be the title(s) of the employee(s) this job reports to.
- *Date of Approval.* Refers to the month and year in which the job description has last been updated by HR.

Summary: This section should highlight the overall purpose, scope, and fundamental reason this position exists. It should briefly summarize the function of this position and be limited to three to five sentences.

Essential Functions: Action verbs are used to identify tasks fundamental to the position; without these fundamental tasks, the position would not exist. This section should be accurate, concise, and well organized.

¹ A Position Description Template and current descriptions can be found via TRPRD Human Resources.

² For more on the federal Fair Labor Standards Act, please refer to the Department of Labor at <http://www.dol.gov/dol/compliance/comp-flsa.htm>

Minimum Qualifications:

- *Education.* Indicates the minimum education and type of curriculum required to be qualified for the position or *preferred for an ideal candidate.*
- *Experience.* Indicates the minimum amount and type of experience required to be qualified for the position or *preferred for an ideal candidate.*
- *Licensure or Certification.* Lists any licensing or certifications required for this position, either before or shortly following hiring. License equivalents (if any) must be identified.

Knowledge, Skills, and Abilities: Bullets to define the knowledge, skills, or abilities needed to perform the job successfully without training. “Knowledge” refers to the understanding of a body of facts or principles and the “Ability” to apply those facts or principles to the job. “Skills” refers to the proficiency in execution of learned tasks.

Physical Demands and Work Environment: Describes the physical demands and work environment that are representative of what an employee encounters while performing the essential functions of this job.

Job Evaluation/ Audit

The goal of the job evaluation process is to determine the worth of a job, and to ensure that the job is consistent with the TRPRD pay-grade structure.

The TRPRD Leadership team and Board of Directors must approve all requests for position reviews, and their designee will be contacted to conduct a position audit, which is a formal process to capture accurately the body of work of a specific position.

All new and revised job descriptions must be reviewed, evaluated, and assigned a pay grade by the TRPRD Leadership team and Board of Director's designee prior to any job posting or employee position action. The TRPRD Leadership team and Board of Directors has the final authority for acceptance of all new and revised job descriptions.

Evaluation for New Positions

Once the appropriate position description has been approved by the TRPRD Leadership team and Board of Directors, their designee will measure the worth of the job, using a combined approach of external market data and internal equity. The following factors are often used in evaluating a new job:

- *Problem Solving and Decision Making.* Measures the degree to which judgment and analysis will be exercised in investigating problems and evaluating alternative solutions. In addition, the complexity of decisions normally assigned to a job is factored.
- *Scope of Responsibility.* Measures the job's authority to establish and interpret policy, to commit TRPRD's resources, to plan and organize, and to direct staff; considers the amount of supervision, received or exercised, necessary to accomplish the job duties and responsibilities.
- *Accountability/Impact.* Measures the potential magnitude of effect that can be exerted by the job and is measured on two dimensions:
 - *Degree of Accountability:* The extent to which the job is directly accountable for the impact of actions.

- *Magnitude of Impact*: The quantitative and qualitative measure of the job's impact to TRPRD.
- *Knowledge, Skills, and Abilities*. Focuses on the level and the variety of formal knowledge, trained skills, or innate ability required by the position.
- *Relations and Communications*. Assesses the extent to which the job requires cooperation and tact in meeting or influencing others, by verbal or written mechanisms. This factor also includes the level (or depth) of the relations and communications and the complexity of the information exchanged.

The TRPRD Leadership team and Board of Directors' designee will evaluate the position and propose the pay structure (grade and range to be used).³ This is based, primarily, on market-rate information and, secondarily, on internal equity considerations. The proposed pay grade and range is then reviewed by the TRPRD Leadership team and Board of Directors and finalized.

Position Re-evaluation/Reclassification for Active Jobs

Re-evaluation for active TRPRD positions can be generated for several reasons:

- *Changes in job title.*
- *Changes in exempt/non exempt FLSA status.*
- *Substantial changes in content/responsibilities of the job.*
- *Changes in essential qualifications of the job, enough to impact recruiting and retention of the job.*
- *Significant changes in the percentage of time spent in various duties of the job.*
- *Restructure of TRPRD/TRPRD classification/compensation systems.*

Re-evaluation of a particular position can be requested by a supervisor. An individual employee should direct concerns regarding re-evaluation of the individual's job to the supervisor/manager.

The TRPRD Leadership team and Board of Directors' designee will conduct a position audit with individuals and managers to evaluate the extent of change.

Position re-evaluations involve collecting much of the same information as the initial job evaluation, including the need to identify substantial changes in the job. It is important to note that job re-evaluations do not necessarily result in a change in pay structure. When a change to a job description is justified, results of re-evaluations need to be approved by the TRPRD Leadership team and Board of Directors.

Employee Leave

Unless otherwise specified, all regularly employed, full-time employees are provided the following leave time, holidays, and vacation. Employees are considered full-time within the meaning of these policies if they are regularly employed for at least 32 hours per week. Part-time non-exempt benefitted employees who work consistently 20-31 hours per week are eligible to accrue their paid vacation and sick time. Part-time and seasonal employees who work less than 20 hours per week, are only eligible to accrue sick time.

Vacation

Exempt employees accrue vacation annually beginning with their first day of employment as follows:

<i>Years Completed</i>	<i>Vacation Hours Per Year</i>	<i>Max Accrual Hours Per Year</i>
<i>0-1 year</i>	<i>80 hours (10 days)</i>	<i>120 hours (10 days)</i>
<i>1-4 years</i>	<i>120 hours (15 days)</i>	<i>160 hours (15 days)</i>
<i>5-9 years</i>	<i>160 hours (20 days)</i>	<i>200 hours (20 days)</i>
<i>10+ years</i>	<i>200 hours (25 days)</i>	<i>240 hours (25 days)</i>

Part-time exempt employees accrue vacation annually beginning with their first day of employment as follows:

<i>Years Completed</i>	<i>Vacation Hours Per Year</i>	<i>Max Accrual Hours Per Year</i>
<i>0-1 year</i>	<i>50 hours (6.25 days)</i>	<i>120 hours (10 days)</i>
<i>1-4 years</i>	<i>75 hours (9.38 days)</i>	<i>160 hours (15 days)</i>
<i>5-9 years</i>	<i>100 hours (12.5 days)</i>	<i>200 hours (20 days)</i>
<i>10+ years</i>	<i>125 hours (15.63 days)</i>	<i>240 hours (25 days)</i>

Non-exempt employees who work 20 hours or more, accrue vacation annually with their first day of employment as follows:

<i>Years Completed</i>	<i>Vacation Hours Per Year</i>	<i>40hrs/week (2080 annually)</i>	<i>Max Accrual Hours Per Year</i>
<i>0-1 year</i>	<i>80 hours (10 days)</i>	<i>0.039</i>	<i>120 hours (10 days)</i>
<i>1-4 years</i>	<i>120 hours (15 days)</i>	<i>0.058</i>	<i>160 hours (15 days)</i>
<i>5-9 years</i>	<i>160 hours (20 days)</i>	<i>0.077</i>	<i>200 hours (20 days)</i>
<i>10+ years</i>	<i>200 hours (25 days)</i>	<i>0.096</i>	<i>240 hours (25 days)</i>

Vacation time-off may be accumulated up to the maximum number of days as per vacation chart. Once you reach the maximum, you will cease to accrue further vacation time until your accumulated vacation hours drop below the maximum. Vacation accrual will reset on employee's employment anniversary date.

Vacation shall not be used in advance of its accrual. All use of vacation time must be approved by each employee's immediate supervisor.

Employees who terminate their employment with accrued but unused vacation shall be paid at their current regular rate for such vacation time.

Sick

All regular, exempt employees are granted sick leave upon employment and may carry over up to 48 hours at the time of their employment anniversary date. Sick leave shall be granted at 80 hours per 365 days. Sick leave balances will reset on employee's employment anniversary date.

Per the Healthy Families and Workplaces Act (HFWA), non-exempt employees will accrue up to 80 hours of sick time per year.

- Non exempt employees will accrue .038 hours of sick leave for every 1 hour worked.
- Employees are allowed to carry over up to 48 hours of sick leave into the following year but will not accrue over the 128 hour maximum.

Sick leave may be used only for the following purposes:

1. Having a mental or physical illness, injury, or health condition that prevents them from working;
2. Needing to get preventive medical care, or to get a medical diagnosis, care, or treatment, of any mental or physical illness, injury, or health condition;
3. Needing to care for a family member who has a mental or physical illness, injury, or health condition, or who needs the sort of care listed in category (2)
4. The employee or the employee's family member having been a victim of domestic abuse, sexual assault, or criminal harassment, and needing leave for related medical attention, mental health care or other counseling, victim services (including legal services), or relocation; or
5. Due to a public health emergency, a public official having closed either (A) the employee's place of business, or (B) the school or place of care of the employee's child, requiring the employee needing to be absent from work to care for the child.
6. As a supplement to worker's compensation benefits.
7. Maternal and Paternal parents can use sick time in the event of a pregnancy including pregnancy related doctor appointments and post childbirth leave, this policy includes childbirth, foster children and adopted children.

Employees who know in advance that they will be using sick leave (for example, when a health examination or medical treatment has been scheduled) are expected to notify their supervisors promptly of the time and anticipated duration of their absence.

Sick leave may be used for fractions of workdays, however employees will be charged for at least 1 hour each time sick leave is used.

Upon separation from employment an employee will not be paid for sick leave accumulated. If an employee is rehired within 6 months, any unused sick leave balance is reinstated.

Holiday Pay

Part-time employees who work on district-designated holidays shall be compensated for one and one-half (1.5) times their regular rate of pay. Paid time off for holidays does not count as hours worked for purposes of calculating overtime.

Holidays

The District provides the following paid holidays:

- *New Year's Day (January 1)*
- *Martin Luther King Day (third Monday in January)*
- *President's Day (third Monday in February)*
- *Memorial Day (last Monday in May)*
- *Independence Day (July 4)*
- *Labor Day (first Monday in September)*
- *Veteran's Day (November 11)*
- *Thanksgiving Day and following Friday (fourth Thursday in November)*
- *Last working day before Christmas (dismissed at noon)*
- *Christmas Day (December 25)*

When a holiday falls on a Sunday, the following Monday shall be observed. When a holiday falls on a Saturday, the preceding Friday shall be observed. Employees who are normally scheduled to work on Saturdays or Sundays will observe the actual day of the holiday.

Leave Time

The District provides paid or unpaid leave for use by employees under specific circumstances. Available leave and the circumstances under which it may be used are described below. The use of paid leave ordinarily must be approved in advance by each employee's supervisor. Unless advance approval is obtained, if possible, an employee may be charged for unpaid leave even if he or she is absent for a reason for which leave could otherwise be used. In addition, absence from work without advance approval may subject an employee to discipline, up to and including discharge.

Family Medical Leave Act

The Family Medical Leave Act (FMLA) is a federal law enacted in 1993 that provides up to 12 weeks of unpaid job protected leave to eligible employees. Pursuant to the FMLA of 1993, the District provides up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons:

- *the birth of a child and to care for the newborn child within one year of birth;*
- *the placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;*
- *to care for the employee's spouse, child, or parent who has a serious health condition;*
- *a serious health condition that makes the employee unable to perform the essential functions of his or her job;*
- *any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on "covered active duty;" or*
- *Twenty-six workweeks of leave during a single 12-month period to care for a covered servicemember with a serious injury or illness if the eligible employee is the servicemember's spouse, son, daughter, parent, or next of kin (military caregiver leave).*

Eligibility Requirements- *Employees are eligible if they have worked for the District for at least 12 months, have at least 1,250 hours of service during a 12 month period.*

Personal Leave

Each full-time, regular employee of the District is allowed up to three (3) days personal leave which may be used in case of emergency or upon approval of the employee's supervisor. Such leave must be

applied for in writing, in advance if possible, and does not accumulate from year to year. Employees will not receive compensation for unused personal days upon separation.

Bereavement Leave

Any full-time and part-time benefitted employees who work consistently 20 hours per week are granted Bereavement Leave at the discretion of the Executive Director. Any full-time and part-time benefitted employees who suffers a death in his/her immediate family will be granted leave. For purposes of this policy, an employee's "immediate family" includes his/her spouse, children, parents, grandparents, grandchildren, or siblings and the parents, siblings or children of the employee's spouse.

Injury Leave/ Worker's Compensation

Any employee who incurs a work-related injury or illness is entitled to benefits pursuant to the Worker's Compensation Act. Any employee on injury leave shall provide the District with such information concerning his or her medical condition as the District may require from time to time.

Administrative Leave

Employees may be placed on administrative leave, with or without pay, when possible disciplinary action is under consideration, when the employee has been charged with serious criminal misconduct, or under such other circumstances as may be deemed necessary by the District. Employees placed on administrative leave will be advised of the reason for the leave and, if possible, the probable duration of the leave.

Jury Duty/ Court Time

Any employee who is summoned for jury duty or subpoenaed in connection with his or her employment during a regularly scheduled work time will be compensated for scheduled hours. A copy of the subpoena or order requiring such duty must be submitted with a leave request in order for such compensation to be paid. As a condition of the receipt of such pay, any stipend paid to the employee for jury service or as a witness fee must be paid to the District or an equivalent amount deducted from the employee's pay.

Voting

Any employee whose work schedule is such that polls are not open during at least three (3) non-working hours on Election Day shall be permitted paid leave for the time spent voting, not to exceed two (2) hours.

Military Leave

If an employee enlists in the United States Military or Colorado National Guard, the employee is eligible for 15 days unpaid military leave per year for training and reinstatement to their former or similar position with the same status, pay, and seniority. Public employees have the rights of paid annual military leave, additional military leave, reinstatement, and retention of benefits under Colo. Rev. Stat. § 28-3-601 - 607. The employee is not eligible to receive wages or certain benefits while on military leave.

The Uniform Services and Re-employment Rights Act of 1992 (USERRA) guaranties certain rights to certain eligible employees who enter military service. The terms "uniformed services" or "military service" means the Armed Forces, i.e., Army, Navy, Air Force, Marine Corps, Coast Guard, the reserved components of the Armed Services, the Army National Guard and the Air National Guard when engaged in active duty for training, inactive duty training, or full time National Guard duty, the

commissioned corps of the Public Health Service and any other category of persons designated by the President in time of war or national emergency.

See the Administrator for other information regarding the USERRA and military leave benefits.

Domestic Abuse Leave

An employee who is the victim of domestic abuse, stalking, sexual assault, or any other crime involving domestic violence, may be eligible for up to three (3) working days of leave in a twelve-month period to seek protection. Generally, to qualify for such leave under Colorado law, an employee must have worked for the District for the twelve months preceding the beginning of the leave.

- *To seek a civil restraining order to prevent domestic abuse;*
- *To obtain medical care or mental health counseling for the employee or the employee's child to address physical or psychological injuries resulting from the act of domestic abuse, stalking, sexual assault, or other crime involving domestic violence;*
- *To secure the employee's home from the perpetrator or seek new housing to escape the perpetrator; or*
- *To seek legal assistance to address issues arising from the domestic abuse, stalking, sexual assault, or other crime involving domestic violence, and attending and preparing for related court proceedings.*

Except in cases of imminent danger, the employee taking leave to seek protection shall provide advance notice to the District and shall provide any documentation requested by the District. Employees who earn paid time off shall be required to use any vacation and sick leave, as applicable, before being granted any leave under this section. If no such paid leave is available, the employee's leave to seek protection will be granted without pay.

COVID-19 Leave

Isolation: *If you have tested positive for COVID-19 or if you have symptoms of COVID-19 and are waiting for your test results, you should isolate regardless of your vaccination status. First day of isolation is the first full day after you started feeling symptoms or tested positive.*

You can stop isolating after 5 full days if:

- *You tested positive, but don't have any symptoms*
- *You had mild symptoms, you are starting to feel better, and don't have a fever.*

After five full days of isolation, you should continue taking precautions for five more days.

- *Wear a well fitted mask around others.*

Quarantine: *If you have been exposed to someone who has COVID-19, you may need to quarantine. Quarantine means staying away from other people for a certain amount of time to make sure you don't spread the virus. Even if you don't feel any symptoms, you might be contagious after exposure to COVID-19.*

Exposure happens when you have close contact with someone who has COVID-19. Close contact means you have been within six feet of an infectious person for a total of 15 minutes over a 24-hour period.

People who need to quarantine after exposure include:

- *People who are not vaccinated*
- *People who have not completed a primary COVID-19 vaccine series. A primary series means two doses of Pfizer or Moderna, or one dose of Johnston & Johnson.*
- *People aged 18 or older who have completed a primary vaccine series but have not received a third (booster) dose and are eligible for one.*

If you have to quarantine, you should stay home for five days after you were exposed to COVID-19. Your first day of quarantine is the first full day following your exposure.

- *At the end of your quarantine, wear a well fitted mask around others for 5 days*
- *Get tested on day 5 after your exposure*
- *If you develop symptoms get tested and begin isolation*

People who don't need to quarantine after exposure include:

- *If you have received all recommended vaccine doses, including third doses and additional primary shots for some immunocompromised people.*
- *People aged 5-17 years who have completed the primary series of COVID-19 vaccines.*
- *People who have tested positive for COVID-19 (with a viral test, not antibody test) within the past 90 days.*

If you were exposed but you don't need to quarantine:

- *Wear a well-fitted mask around others for 10 days and avoid high risk people and settings.*
- *Get tested 5 days after exposure*
- *If you develop symptoms get tested and start isolation.*

Appendix 1: Personal Action Form (PAF)

1. Effective Date

- Must be the beginning of the current or future pay period (always a Sunday). PAF effective dates cannot be retroactive unless there are extenuating circumstances and approval is then obtained from the Operations Division Chief or TRPRD Leadership team and Board of Directors. *Exceptions to effective dates are termination dates – see No. 5 Term Dates below.*
- PAFs must be submitted electronically by noon on the Thursday prior to the end of the pay period (when managers approve payroll) in which the change is to become effective. The sooner that PAFs are prepared prior to the action becoming effective, the more time for review and processing is available.

All personnel actions go into effect and are processed on the 9th or 23rd PAF's need to be submitted five business days in advance.

2. Job Title or FTE Status Change

- The proper job title is critical to the PAF being processed correctly and on time.
- Full Time – Hours Worked: 32.
- Part Time – Hours Worked: 2-31.

4. Pay Change

- Demotion – Individual is demoted to a position in a lower pay grade.
- Equity Adjustment– Individual receives pay adjustment, subject to review by HR.
- FTE change – Individual changes the number of work hours, subject to review by HR.
- Promotion – Individual is moving to a position in a higher pay grade.

5. Term Date

- The effective date of a termination is the day after the last day worked. It does not need to be the beginning of a pay period. Some exceptions apply.

6. Comments

- **Must** include detailed comments regarding reason for pay change. This section is critical in ensuring the most efficient review and processing by all involved. For example: if the pay amount has already been discussed with HR, type “Rate has already been approved by HR” in the comments. This helps the recruiter and administrative staff know that they don’t need to request an additional review.

Appendix 2: Glossary

Benchmark Position	A common, well-known position that is easy to identify and found in most labor market agencies, is relatively stable in job content, can be described in clear, concise terminology, and is generally found in large numbers.
Compa-Ratio	The relationship of an individual's pay to the midpoint of the pay-grade range to which the individual's job is assigned. The compa-ratio is calculated by taking the rate of pay and dividing by the midpoint to get the percentage of relationship.
Compression	A wage distribution problem that exists when a number of individuals receive about the same pay for jobs having varying skill and responsibility requirements, or when there is not a significant spread between supervisor and subordinates.
Exempt Status	Positions that may not be paid overtime for extra hours worked within one week, based on the Fair Labor Standards Acts (FLSA) minimum wage and overtime provisions. In other words, these positions are exempt from overtime.
FLSA	A federal law governing minimum wage, overtime pay (eligibility), child labor regulations, and record-keeping requirements. FLSA status of a position is subject to regular review by Administration.
Internal Equity	Positions with similar qualifications, requiring work of similar responsibility levels, are paid similarly. Equity is achieved when employees are paid fairly relative to their peers when comparing such factors as years of experience, special skills, education, certification, and responsibility.
Job Evaluation	A formal process used to determine a job's worth and its appropriate placement within the pay structure. A questionnaire/interview process is used to garner information from an employee and a supervisor to appropriately classify a position.
Market Competitiveness (External)	Positions in the TRPRD are compared with what local, regional, or national organizations similar to TRPRD pay for similar positions.
Market Rate	The weighted average and median in the external labor market, for a given position or occupation, are used as primary comparative points of reference to TRPRD positions. The weighted average is compared with the midpoint of the grade to determine if a position is appropriately graded in comparison with other relevant agencies. If there is disparity,

then the pay grades or midpoints are adjusted to more closely align with the weighted average in the marketplace.

Maximum	The maximum of the pay grade, which an employee's salary shall not exceed.
Midpoint	The salary point midway between the minimum and maximum rates of a pay-grade range.
Minimum	The beginning of the pay grade and the lowest pay rate an employee shall receive.
Non-exempt Status	Positions that are required to receive overtime pay for all hours over 40 within one work week, based on the Fair Labor Standards Acts (FLSA) minimum wage and overtime provisions. In other words, these positions are not exempt from overtime.
Pay Grade	An identifier to recognize a range of compensation assigned for each group of positions, consisting of a minimum, midpoint, and maximum.
Pay Structure	The hierarchy of pay grades established to place jobs within the TRPRD, based on their relative worth.
Position Audit	An interview held with the employee and manager to better evaluate responsibilities and skills required, to determine appropriate classification.
Position Description	A description that includes characteristics, functions, and qualifications of a specific position. It details two main components: the general body of work needed, and the qualifications required to perform such work. A position description should describe and focus on the job itself and not on any specific individual who might fill the position.
Promotion	The re-assignment of an employee to a position in a higher pay grade, typically requiring additional skills and knowledge.
Range	The spread of a pay grade between the minimum, or lowest salary point, and maximum, or highest salary point. TRPRD pay grades have a 50% range spread, meaning the highest salary point in the range is 50% higher than the starting salary point.
Red Circle Rate	Occurs when an individual's pay rate is above the established pay-grade maximum. When this occurs, there will be no further adjustment of the base hourly rate for this individual until the market catches up and surpasses the current pay-grade range.

Salary Market Surveys

Periodically, market salary data is collected from relevant local, regional, and national labor markets. This data is utilized to establish pay-grade ranges that are competitive within the labor market. These surveys are conducted in a manner that ensures conformity with related federal and state guidelines.

EXAMPLE JOB DESCRIPTION

Appendix 4: Guidelines on How to Determine Relevant Experience

Relevant work experience is defined as previous productive work time spent performing duties and tasks similar to the duties and tasks required on the job to which a job candidate or an employee is applying or assigned. Having relevant experience may minimize or eliminate the need for training or on-the-job coaching and may result in an employee's full proficiency and adequate job performance without close supervision.

Prior relevant experience refers to performing essentially identical job tasks, either within or outside of TRPRD, and should be credited at one year for one year and verifiable.

Case 1: Bob Doe has worked as an Accountant for 10 years in the City of Seattle. Due to family circumstances, Bob had to move to Colorado and now is looking for a professional accounting job, preferably in a government setting. He saw a posting at TRPRD and applied for an open position of Accountant. When asked about his salary expectations, Bob replied, "I'm a fully skilled accountant with a college degree and extensive experience in government settings. I hope my 10 years of hard work and learning will be factored and I will receive at least an average salary paid to similar jobs in this area."

TRPRD Options: TRPRD may credit a full 10 years of Bob's experience and therefore place him at the midpoint of the pay grade of Accounting job classifications. When assigning Bob's salary, TRPRD will also ensure that Bob's salary does not create inequities with the existing staff in the same position. TRPRD will review and ensure that no current employees in the same job have a salary below the salary offered to Bob.

In some instances, a potential job candidate will have indirect experience that may be partially credited in determining the hiring salary. In these instances, TRPRD must make a determination on how the prior experience relates to the current job and if it makes a candidate stronger by minimizing or eliminating "the need for training or on-the-job coaching," and if it contributes to an employee's "full proficiency and adequate job performance without close supervision."

Case 2: Mary Hill has worked as an Accounting Technician for the Golder Ranch Fire District for 17 years. She moved to Colorado to escape Arizona's heat, received her Bachelor's degree in Finance, and now is applying for an accounting position at TRPRD. Mary strongly believes that her paraprofessional and technical work experience will help her understand and excel in the professional job.

TRPRD Options: TRPRD may credit Mary at a rate of 0.5 years for each 1 year of her technical experience, up to 4 years, and therefore place her at the 25th percentile of the pay-grade range. The limit on indirect experience is necessary so that Mary's salary will not be higher than a current accountant incumbent with 5 years of experience.

Separation from Employment

I HAVE RECEIVED A COPY OF OUR COMPENSATION POLICY DATED _____.
I UNDERSTAND THAT NEITHER I NOR THE TRPRD IS COMMITTED TO AN EMPLOYMENT RELATIONSHIP FOR A FIXED PERIOD OF TIME. EMPLOYMENT WITH THE TRPRD IS AT-WILL. BOTH I AND MANAGEMENT HAVE THE RIGHT TO TERMINATE THIS EMPLOYMENT AT ANY TIME FOR ANY REASON.

THE LANGUAGE USED IN THIS COMPENSATION POLICY AND ANY VERBAL STATEMENTS OF MANAGEMENT ARE NOT INTENDED TO CONSTITUTE A CONTRACT OF EMPLOYMENT, EITHER EXPRESS OR IMPLIED, NOR ARE THEY A GUARANTEE OF EMPLOYMENT FOR ANY SPECIFIC DURATION.

I UNDERSTAND THAT NO REPRESENTATIVE OF THE TRPRD, OTHER THAN THE EXECUTIVE DIRECTOR, HAS AUTHORITY TO ENTER INTO AN AGREEMENT OF EMPLOYMENT FOR ANY SPECIFIED PERIOD AND SUCH AGREEMENT MUST BE IN WRITING, SIGNED BY THE EXECUTIVE DIRECTOR AND ME. WE HAVE NOT ENTERED INTO SUCH AN AGREEMENT.

FURTHER, I UNDERSTAND THAT THE CONTENTS OF THE COMPENSATION POLICY ARE SUMMARY GUIDELINES FOR EMPLOYEES AND THEREFORE NOT ALL INCLUSIVE. THIS HANDBOOK SUPERSEDES ALL PREVIOUSLY ISSUED EDITIONS. EXCEPT FOR THE AT-WILL NATURE OF EMPLOYMENT, THE DISTRICT RESERVES THE RIGHT TO SUSPEND, TERMINATE, INTERPRET, OR CHANGE ANY OR ALL OF THE GUIDELINES MENTIONED, ALONG WITH ANY OTHER PROCEDURES, PRACTICES, BENEFITS, OR OTHER PROGRAMS OF THE TRPRD. THESE CHANGES MAY OCCUR AT ANY TIME, WITH OR WITHOUT NOTICE.

Signature

Date

Print