

Classification & Compensation Tool Kit of Processes and Flexibilities

City of New Orleans Civil Service

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Civil Service Forms Overview

Position Allocation Request

If you would like to fill a position that has already been allocated, you should fill out a requisition in Neogov. To begin the requisition, [click here](#).

Job Study Request—Appointing Authority

If you would like to fill a position that is not currently allocated, you will need to fill out a job study request form and provide the supporting documentation including the job study questionnaire and a proposed organization chart. Civil Service will assess what classification this position fits in and whether or not it already exists. To begin this form, [click here](#).

Job Study Request—Employee

If you are concerned that duties you are performing do not match the classification you are working in, you can request a job study. Civil Service will look at what you are doing, analyze comparable jobs in other departments and cities, and speak with other members of your department to determine whether or not your current job class is appropriate. To begin this form, [click here](#).

Temporary Special Assignment Pay (Rule IV, Section 2.2)

If a nonexempt employee is completing a special assignment that is beyond the scope of their normal duties/ responsibilities, but within the scope of their class, they may qualify for a temporary special assignment pay increase. If the increase is equal to or less than 5% and the assignment is less than one year, an appointing authority may grant this. Please complete [this form](#) and submit it to Civil Service. If the request is for more than 5% and/or for longer than one year, prior approval of the Personnel Director is required. To begin the form, [click here](#).

Temporary Work in a Higher Class (Rule III, Section 2.4)

If an employee is temporarily working in a higher class, the employee should receive additional compensation. To receive a pay increase for temporary work in a higher classification, approval of the Personnel Director is required. Use of this Rule should not circumvent the regular filling of vacancies. To begin the form, [click here](#).

Recruitment and Retention Difficulties (Rule IV, Section 2.6)

If your department is having trouble recruiting or retaining qualified employees in a job classification, this rule can be used to increase the hiring rate for a job classification up to the mid-point of the range for the classification with approval from the Personnel Director and Chief Administrative Officer or other executive authority. This rule can be used when there are documented employment difficulties. Some examples of recruitment and retention difficulties include losing multiple employees in a classification to another government agency or the private sector, and the inability to find enough qualified employees to create an eligible list. To begin the form, [click here](#).

Extraordinary Qualifications (Rule IV, Section 2.7)

If you find the ideal candidate for a position, but they have qualifications, experience, or credentials that exceed the minimum qualifications on an official Civil Service job announcement and other candidates with these qualifications, experience, or credentials are not readily available at the market rate, the appointing authority can authorize payment for an original, temporary, provisional, or regular employee a pay rate up to the midpoint of the pay range upon appointment. The appointing authority must document the credentials and their relevance to the job, and justify them based on objective financial analysis, subject to revocation of the Personnel Director and Civil Service Commission review. To begin the form, [click here](#). This Rule also requires that other current employees with similar qualifications must also receive the pay increase. To begin the form for these employees, [click here](#).

Requisition Process

All personnel transactions begin with the routing of a requisition in Neogov. The Civil Service Online Hiring Guide which can be found [here](#) provides detailed instructions for completing and routing a requisition. The following FAQs are regarding the classification and compensation related parts of the requisition process.

Requisition Process Frequently Asked Questions

1. How long should I expect the requisition process to take?

The length of the process varies depending on your department's needs and resources, as well as the workload of each department. That being said, the requisition should typically take several days per office until it reaches Civil Service, where it may take up to 7 days, unless there are extenuating circumstances.

2. What is the CAO Budget Office looking for when it reviews my requisition (does not apply to S&WB)?

The budget office begins by checking the system for an incumbent in the position you are requesting an allocation for. They also look into your department budget and whether or not you are in a deficit. Assuming you have approval for the position in the payroll system and enough funds in your budget, the requisition and fiscal note should provide enough information for the CAO Budget Office. If you are in a deficit, the CAO Budget Analyst reviewing your request may ask for more detail.

3. What might cause delays in the requisition process in the CAO's or CAO's Budget office (does not apply to S&WB)?

There are various reasons why requisition approval may be delayed including:

- Missing resumes if candidates are named on the requisition (unclassified)
- Missing effective start date (unclassified)
- Lack of funding for the request in your budget
- Other financial circumstances at a citywide level that affect the process

4. In what circumstances might I be asked for more information from the CAO or the CAO Budget Office (does not apply to S&WB)?

You might be asked for more information if:

- Your department is in a budget deficit
- Other departments in the city are in deficit, which affects overall funding
- You have submitted incomplete information on or alongside your requisition form
- You are missing approval from the deputy mayor

5. Why might my requisition be denied or placed on hold at Civil Service?

Your requisition may be denied if:

- The information was filled out incorrectly or the requisition is missing required information (i.e. missing or incorrect org code; missing or incorrect job code; title of position does not match class code; lacks approvals from appointing authority and/or CAO, etc.)
- Description of duties is blank, incomplete, or taken directly from the classification specification and is not specific to the position
- Lacks name of former incumbent if filling an existing vacancy
- Listed former incumbent was not in the classification being requested
- Listed former incumbent was not in the agency and organization code listed
- A job study is needed (i.e. this is a new position for the organization and the classification has not yet been allocated for use)
- Request is for a new allocation that has yet to be approved for this organization
- The number of allocations for your department has been exceeded
- The position has already been filled

Job Study Process

This is a process whereby an employee and/or an appointing authority initiate a request for a position (allocation) to be reviewed. To qualify for review, significant and substantial changes must have occurred in the position's primary objectives, duties, and responsibilities. The Civil Service Department may also conduct a review of a position or positions without a request from an employee or appointing authority.

Jobs are studied in a uniform and consistent manner to determine the duties and responsibilities of the position. Once defined, these duties and responsibilities usually point to one of the over 700 existing classifications. There are some circumstances that require the creation of new classifications.

The reasons for conducting job studies include:

- Changes in the duties of individuals,
- Reorganizations,
- New allocations or additional staffing for the department,
- Jobs that have been vacant for prolonged periods (3+ years),
- Assignments of additional and newly created duties.

The decision to reclassify or reallocate a position is based on significant changes which may have occurred in the duties and responsibilities of the position or the knowledge, skills, and abilities required to meet the essential functions of the position: what these changes are, how they occurred, organizational changes that occurred resulting in (or as a result of) the position changes, and whether or not these changes are significant. It should be noted that volume of work, length of service with the city, and employee performance are not factors in reclassifying or reallocating a position.

Common Steps in the Job Study Process:

- A job study request form, the unit's current organizational chart, and a job study questionnaire is submitted to Classification and Compensation Division of Civil Service by the appointing authority. The request should be initiated in WorkflowGen if possible. If your department does not have access to WorkflowGen, the request should be sent to the Classification and Compensation Division of Civil Service. Employees may also initiate a job study by completing the appropriate forms and sending them to the Classification and Compensation Division.
- Once the initial preparation is completed, an interview is scheduled and conducted by a Classification and Compensation analyst with the employee and/or supervisor. During the interview, the analyst will explain the job study procedure and will gather information regarding the position's duties for a job analysis. The analyst will ask for detailed explanations and examples of duties, responsibilities and work performed.
- Classification and Compensation analyst will then conduct a job analysis, comparing this position with other similar positions within the City as well as the civil service system class specifications. It is important to remember that this process is relative to both internal and external markets and is based on job duties, the level of responsibility, and skill. A determination will be made as to which classification is most suitable for the position.
- The job study findings are issued to the employee and the supervisory chain generally within 30 days of the completed request. The findings could be that the position should be retained in its current class, allocated or reallocated to a different classification, or reclassified to a higher level within the same promotional series.

- The employee or appointing authority has a right to appeal the job study determination to the Personnel Director. If so, the Personnel Director must be notified in writing within 10 working days after receipt of the job study findings. If not satisfied with the determination of the Personnel Director, then within 10 days of that decision, a request may be made to the Civil Service Commission for review.

Other important information

- The job study is conducted based on the job duties and responsibilities of the position and not on how well the duties are performed by an individual or individuals.
- The type of work being done is the key, not the volume of work.
- Any pay adjustment resulting from a job study review, will be effective as of the first pay period following the date on which the Classification and Compensation analyst approved the reallocation.
- Current job duties and expectations are evaluated, not anticipated future duties or temporary work.
- The position itself is being reviewed and not the employee currently occupying it.
- It is important to remember that Civil Service class specifications are general guidelines and that these specifications may be used differently in each department.
- The percentage times identified on the job questionnaire are very important for an accurate analysis of the position. It is important to spend enough time completing the job questionnaire by providing correct percentage times on each duty listed.
- Employees may initiate job study requests under Rule III, Section 1.3 of the Civil Service Commission's Rules. Department managers have 15 working days to review, comment, and forward an employee's job study request and/or signed questionnaire to the Civil Service Department's Classification and Compensation division. If the department does not respond within 15 days, it will be assumed that the department agrees with the request.
- Employees should submit the original request to their department and submit a copy to the Civil Service Department's Classification and Compensation Division. Civil Service will begin the job study process after the first 15 working days following receipt of the employee-initiated request to allow time for the department response.

Job Study Process Frequently Asked Questions

1. Why does it take so long to do a job study?

The length of time it takes to complete a job study depends on the complexity of the study. A study may take a few weeks to several months. Some of the factors that affect the length of a study are the number of classes and positions included in the study, the amount of research necessary, the extent of the recommendations, department's shifting priorities, the length of time it takes to get information from the department and/or incumbent, the workload of the assigned analyst, and the interested parties acceptance of the recommendations.

2. Who can ask for a study?

Department heads or employees may submit a study request to the Civil Service Department. Job study forms can be found [here for an appointing authority initiated request](#) and [here for an employee initiated request](#).

3. What factors do not justify a reclassification?

- Performance of the incumbent in the position; reclassification should not be considered a reward or means to promote
- Retention of a specific employee
- Increase in workload that is of the same nature and level of complexity (volume) – this is a workload issue, not a class issue
- Knowledge, skills, and abilities possessed by the incumbent which are not required or regularly used in the position
- Desired salary changes
- Technological changes or tools (e.g. new software) that does not substantially alter the essential functions of the job, particularly if the industry is similarly changing to the new technology
- Job stress

4. An employee does a good job and their manager has been giving them additional assignments. Many of these assignments aren't listed in the job specification for their current position. Should the manager or employee ask to have this position reclassified?

Not necessarily. Most of the city's job classifications have been written "broadly" to be able to encompass a wide variety of duties and responsibilities. To think that an employee can't do anything outside of what's specifically stated in a job class specification is not accurate. Employees often perform duties that are not specifically listed on the class specification, but as long as those duties are within the overall purpose, scope, and level of the class, then the duties are likely to be appropriately assigned.

Managers/supervisors are responsible for ensuring that employees work within the definition of their position. If the duties that are assigned are not appropriate, then when operationally possible, the duties should be reassigned to a more appropriate position. Only if the additional duties cannot be reassigned and are anticipated to be ongoing, should a reclassification study be requested.

5. If Civil Service does study a job, does that mean the person will get more money?

There are several possible outcomes to a classification study. Class and Pay may determine that an employee is in the correct job classification. The employee may be reclassified into a job classification which pays the same, more, or less than the current job classification. Class & Pay may determine that a new job classification needs to be created, and they will do a salary study at that time to set the salary of the new job classification appropriately. The salary for the new job classification may be the same, more, or less than the employee's current classification.

6. I have more work than another person in my job class. Can I be reallocated?

In general, volume of work does not justify reclassification or allocation to a higher classification. If the job duties have significantly changed over time and your position duties have expanded beyond the parameters of your classification, a job study could determine if a different level position should be allocated.

7. Why do I need to complete a questionnaire?

A questionnaire is required to collect and document the information need for Civil Service to make a determination.

Rule IV. Section 2.2 Temporary Special Assignment Pay

Subject to the revocation of the Personnel Director, an appointing authority may grant a prospective increase up to 5% within the pay grade to any employee given a special assignment for a limited term within his class of positions, provided that there shall be a corresponding pay reduction at the completion of the special assignment. Any increase above 5% or expected to last beyond one year shall require approval of the Personnel Director.

- a) Increases must be prospective (going forward).
- b) Special assignment must be beyond the scope of current duties and responsibilities.
- c) A written notice of the intention to affect the increase in pay as well as the corresponding reduction in pay on the completion of the special assignment shall be given to the employee when the increase is granted.
- d) Increases and reductions in pay along with written justification for the increase shall be reported to the Personnel Director in such manner as the Personnel Director may prescribe.

Please note that Rule IV, 2.2b states that special assignment pay shall not be available for additional duties assigned or assumed as a result of the resignation, termination, retirement, or leave of another employee.

If, while receiving temporary special assignment pay, the employee separates from the service, any payment of terminal leave shall be paid in accordance with the employee's rate of pay in his or her permanent (primary) classification.

Things to consider when granting temporary special assignment pay:

1. **Are there some duties that will be taken away from the employee to make room for the new duties, or, are the duties truly in addition to all the employee is currently assigned?**

If the new duties replace some of the older duties, the new duties may not be considered as additional.

2. **Do the duties result from natural evolution of the job?**

All jobs change over time as technology and programs change. New technology and/or programs do not necessarily equate to a more difficult job. Volume of work also fluctuates in jobs.

3. **Are the duties at an equivalent level or lower than the employee's current job?**

If the duties are either equivalent or lower in complexity than the employees, they do not qualify for temporary special assignment pay. Almost all employees are asked to at some point in their career to take on duties at an equivalent or lower level.

4. **Are the duties at a higher level than the employee's current job?**

If so, and duties are permanent, you should consider a permanent change in the job classification. If the duties are at a higher level and temporary, you may want to consider granting temporary special assignment pay.

5. What is the level of the employee for whom the special assignment pay is being requested?

Payment for special assignment for employees who are in executive and administrative jobs should be examined very closely. For most employees at this level, the job entails doing whatever is necessary to administer the section/program/etc. It is the responsibility of the executives and administrators to come up with innovations and implement them.

Temporary Special Assignment Pay Frequently Asked Questions

1. The employee already started the special assignment a month ago, but it will continue for another month. Can I still get them temporary special assignment pay?

If you fill out the form now, the employee can get special assignment pay for the remaining month, but will not receive retroactive pay. Increases under this Rule are prospective only.

2. Can an employee be paid to do more than one special assignment at once?

No.

3. Can multiple employees in my department all receive special assignment pay for the same special assignment? If so, what are the stipulations (i.e. division of work, size of project, length of time, etc.)?

Yes, but only if there is enough work for multiple employees to do.

4. This assignment will last more than one year or is worth a more than 5% rate. Do I need to do anything special?

Any assignment lasting more than one year or more than 5% will need a prior approval of the personnel director. Please note that these should be temporary in nature and should rarely extend beyond a year.

5. The temporary special assignment is running longer than anticipated. What should I do?

You need to submit a new form to document why the assignment is running long and get the approval of the Personnel Director if it will last longer than one year.

6. What happens if Civil Service determines I filled out the form inappropriately during their audit (for less than 5% and shorter than one year)?

The employee's special assignment pay may be removed (including pay the employee has already received).

7. Do all assignments require Civil Service Personnel Director approval?

No. Only assignments lasting longer than one year or where the pay is greater than 5% require Personnel Director approval. However, you should get advanced approval to avoid the risk of an audit finding that results in taking pay back from your employee retroactively.

8. What happens if I do not fill out the form?

The pay will be revoked due to noncompliance with the rules.

9. Can this be revoked?

Yes, there are various circumstances in which temporary special assignment pay can be revoked.

10. What are some examples of inappropriate special assignment temporary pay increases that would result in its revocation?

- A. If Temporary Pay was granted for working in a lower or equivalent level class:
 - a. An Appointing authority grants a Management Development Analyst II (pay grade 69/non-exempt) 5% to work as a receptionist while the Office Assistant IV (pay grade 50/non-exempt) is on a three month leave of absence.
 - b. An Appointing authority grants a Welder (pay grade 62/non-exempt) 5% to work additional duties and responsibilities formerly assigned to another Welder following a resignation.
 - c. **Note in the cases above non-exempt employees would receive an overtime premium for all hours worked above 40 in a workweek pursuant to the Fair Labor Standards Act (FLSA)**
- B. If Temporary Pay was granted for working at a higher level in a career series.
 - a. An appointing authority grants a Licensed Practical Nurse I (pay grade 69/non-exempt) 5% since the person is not qualified at this time to be promoted to a Licensed Practical Nurse II (pay grade 72/non-exempt).
- C. If the Department failed to remove pay in a timely manner (e.g., after completion of authorized time or increase lasted longer than a year).
- D. If the Department failed to document the 5% pay increase in a timely manner.
- E. If the Special Assignment was sporadic.

11. What are the ramifications if the temporary pay is not removed when it is supposed to expire?

Money will be taken back from the employee retroactively.

Rule III. Section IV. Temporary Work in a Higher Classification

Subject to the approval of the Director, whenever a regular employee is required by the appointing authority to temporarily perform, on a full-time basis, duties in a vacant fulltime position of another classification having a higher pay grade, the employee shall be entitled to receive additional compensation subject to the following conditions:

- a) The vacancy in the higher position must have been caused by the resignation, termination, retirement, or leave greater than twenty (20) consecutive working days by the incumbent for exempt employees and greater than five (5) consecutive working days for non-exempt employees.
- b) Payment for temporary work in a higher classification continues until the work in a higher classification ceases, or the vacant position is filled, defunded, unallocated, or ceases to exist for any other reason. Any position temporarily vacated must be filled with a permanent appointment or conditional or temporary appointment in accordance with Rule VI, Section 5.
- c) The rate of pay for work performed in a higher classification may be up to the minimum monthly rate for that classification, depending upon the employee's qualifications. However, if the employee's monthly salary exclusive of longevity is at or above the minimum for the higher classification or if increasing the employee's salary to the minimum of the higher class would result in an increase of less than five percent (5%), a pay increase of five percent (5%) shall be authorized for the eligible time spent in the higher class.
- d) If, while performing work in a higher classification, the employee is separated from the service, any payment of terminal leave shall be paid in accordance with the employee's rate of pay in his or her permanent (primary) classification.
- e) If a vacancy occurs and an appropriate employment list is available for certification, the appointing authority shall not require an employee to work temporarily in the higher classification, but rather must submit appropriate personnel forms to fill the vacancy on a permanent basis.
- f) In the absence of an appropriate employment list, the appointing authority may designate an employee to work temporarily in a higher classification, provided the selection criteria is fair, equitable and uniform in application. When an appropriate employment register is subsequently established, and the appointing authority has an employee temporarily working in a higher classification, the appointing authority must submit appropriate personnel forms and fill the position on a permanent basis within thirty (30) calendar days of the date that the register is established.
- g) Additional credit on promotional examinations cannot be obtained for work performed on a temporary basis in a higher classification; nor can the appointing authority reduce the length of the probationary period of any employee who temporarily served in a higher classification and subsequently is promoted to that classification from a Civil Service register.
- h) Payment under this section shall not be available to employees who are receiving payment for performing the same duties under Rule III, Section 5 related to Dual Assignments.

Things to consider when requesting pay for temporary work in a higher classification:

1. There must be a bonified vacancy with a former incumbent who held higher level job duties than your own.
2. Temporary pay will not be awarded to employees for performing work within a career series that is essentially the same as their own work. For example, a department employs an Office Assistant II and an Office Assistant III who both perform similar payroll work. If the Office Assistant III resigns, temporary pay would not be awarded to the Office Assistant II for taking on the duties of the Office Assistant III.
3. Employees should not be permitted to work in a higher classification if there is an active eligible list available. The department must attempt to fill the vacancy using the eligible list. If the department is able to document that the eligible list is not viable then temporary pay may be awarded. Reasons an eligible list would not be viable include eligible who are no longer interested in the position, eligibles are unresponsive, or a documentable specialized experience, credential, and/or certification is required for the vacancy.
4. Temporary pay will not be awarded to employees underfilling vacancies on a semi-permanent basis while they wait to meet the minimum qualifications. For example, a department has one allocation for a Management Services Administrator. Instead of filling the position, a Management Development Specialist I acts in this capacity until she can meet the qualifications for Management Services Administrator. In this case the Management Development Specialist I would not be eligible for temporary pay because the department is not attempting to fill the vacancy, they are holding it for the lower level employee.

Temporary Work in a Higher Classification Frequently Asked Questions

1. **Does a supervisor have to approve a temporary pay request before their employee becomes eligible to receive the pay?**

No, employees can request temporary pay based upon this Rule without supervisory approval.

2. **Is an employee eligible for the temporary pay if they do not meet the minimum qualifications?**

Yes, the Classification and Compensation Division will consider the degree to which you meet the minimum qualifications in determining the appropriate pay rate for working in the higher job classification.

3. **How long can an employee receive temporary pay for working in a higher job classification?**

Your department must create a requisition to fill the vacant position on a permanent basis. The temporary pay will end once the position is filled or the employee ceases performing the work whichever comes first.

4. **Can an employee receive temporary pay for work in a higher classification if the employee is in an exempt classification?**

Yes, exempt employees are eligible.

5. **Can a non-exempt (hourly) employee receive overtime while temporarily working in an exempt classification?**

No, since the employee is now performing exempt level duties, he/she would not be eligible to earn overtime while temporarily working in a higher classification.

6. Can temporary pay for working in a higher classification be retroactive?

Yes, the Civil Service Department may grant temporary pay for working in a higher classification if the work was done in the past and meets the criteria outlined in the Rule. Please note that Civil Service Rules limit back pay to the three years immediately preceding the written submission of the request. Additionally, if an hourly employee has worked overtime during the retroactive period the overtime will be deducted from any backpay authorized for temporarily working in an exempt (salaried) classification.

7. What does it mean to meet the minimum qualifications for the higher-level classification?

The minimum qualifications are generally listed on the job announcement for each classification. If you are uncertain, you may contact the Recruitment Division of the Civil Service Department for this information.

8. If an employee performs temporary work in a higher class, can they join the higher class permanently?

You may be promoted into the higher class, though it will depend on whether or not you meet the minimum qualifications, if your department continues to have the allocation, and whether or not your department feels you are the best fit for the position.

Rule IV. Section 2.6 Pay above the Minimum for Recruitment/Retention Difficulties

Pay above the minimum for recruitment/retention difficulties.

- a) Hiring or paying above the minimum salary in order to address employment problems resulting from recruitment and/or retention difficulties may be authorized by the Personnel Director not to exceed the midpoint of the pay range, provided that the:
1. Appointing authority documents employment problems resulting from recruitment and/or retention difficulties and maintains detailed objective analysis of rationale for hiring above the minimum.
 2. Appointing authority receives appropriate approvals established by the Chief Administrative Officer, or other executive authority for participating agencies, in advance and reports the approval to the Department in such manner as prescribed.
- b) Advances above the midpoint may be authorized by the Commission if the appointing authority can clearly document that the competitive market justifies the compensation.
- c) When special recruitment rates or special retention rates are adjusted downward, the individual pay rates of employees occupying positions affected by the authorized rates shall not be changed.

Hiring rates are increases in the minimum pay for a classification within a pay plan. Hiring rates, however, do not change the pay grade of the class. These increases are granted to address problems in the recruitment or retention of employees in a class and may result in an increase for each employee in the job classification across City departments. Employees whose base salaries exceed the hiring rate minimum may not receive an increase in salary as a result of the implementation of a hiring rate. One important thing to consider when requesting a hiring rate on a particular classification is how it may affect other classifications in that job series and/or job family. The following Civil Service Rule establishes hiring rates:

Appointing authorities must complete a Pay Above the Minimum for Recruitment and Retention Difficulties form and a Salary Data form and submit both to the Chief Administrative Office for approval. If approved by the Chief Administrative Office, the appointing authority will then submit the form to the Classification and Compensation Division for a determination.

Pay above the Minimum for Recruitment/Retention Difficulties Frequently Asked Questions

1. Can this be requested or applied retroactively?

No.

2. Does this rule apply only to my department's use of a given classification?

No, it applies to every individual in this job classification in the city government.

3. Does this rule apply to an individual in a job classification or an entire job classification?

This rule applies to all employees (in your department and in the City government) in the job classification.

4. If the pay rate is increased for one job classification in a series, does it affect the others in that series?

Yes, if the pay for one classification is increased, it may affect all others in the series.

5. Why might this be denied?

This might be denied if:

- People on the register will take the job at the current rate of pay.
- The position has low turnover.
- There is not a recruitment/retention issue.
- The department has not made enough effort to recruit applicants for the position.
- The current rate is at or above the market rate.
- The form is filled out incorrectly or missing information.
- There is not enough supporting documentation.

6. Do I need provide market data to support my request?

Yes, you are required to provide market data supporting your request using [this spreadsheet](#). Please be sure that the job descriptions for the positions you are comparing are a good match to ours.

7. Civil Service posted my position to the city's website. Is this enough to demonstrate that I have a recruitment issue?

No, you will need to make and document your additional attempts to advertise the position and/or actively reach out to potential applicants.

8. How can I demonstrate a recruitment or retention problem?

You can provide data regarding turnover rates for the position, data regarding the lack of qualified applicants, and/or information regarding your attempts to recruit for the position.

Rule IV. Section 2.7 Extraordinary or Superior Qualifications, Experience, Credentials

Subject to the revocation of the Personnel Director, an appointing authority may pay an original, temporary, provisional or regular employee a pay rate of up to the midpoint of the pay range upon appointment, subject to the following conditions and limitations:

- a) That the appointee possesses extraordinary or superior qualifications/credentials above and beyond the minimum qualifications, experience, and/or credentials required which have been verified and documented as job related, and that the amount of additional pay shall be justified based on an objective analysis of the additional financial advantage the increased hiring rate will provide to the city.
- b) That the duties and responsibilities of a position require the employment of a person with qualifications/credentials that differ significantly from those normally required for other positions in the same class, and the persons who possess such qualifications are not readily available in the labor market at the minimum entrance rate in the pay grade;
- c) That the pay rate is subject to review by the Civil Service Commission;
- d) The salaries of all current probationary and permanent employees who occupy positions in the same job classification and who possess the same or equivalent qualifications, experience, and/or credentials shall be adjusted up to but not to exceed the rate granted to that employee provided that the qualifications, experience, and/or credentials are also verified and documented in the same manner as that employee. Such adjustments shall only be made on the same date that the higher pay rate is given to that employee;
- e) The Commission shall have exclusive, final authority to validate the qualifications, experience, and/or credentials credited for purposes of this subsection;
- f) The appointing authority must post all special rates given in a location that is accessible to all employees. The appointing authority must assure that the posting remains in place permanently or is replaced when appropriate.

Extraordinary or Superior Qualifications, Experience, Credentials Example

Appropriate use of Rule IV Section 2.7:

- An announcement is posted for ITI Technology Manager (System Administration) Position in the Information Technology Division. The announcement for the position lists the minimum qualifications requirements as:
*A Bachelor's Degree in computer science, Computer Information Systems (CIS), Geographic Information Systems (GIS), engineering, telecommunications or a closely related field from an accredited college or university **AND** two (5) years of progressively responsible experience in a data center or system environment. Work must have included provisioning, installing, configuring, operating, and maintaining system hardware, software, and related infrastructures. Two years must have been supervisory.*
- An appointing authority screens the Civil Service eligible list of 15 applicants and finds only one applicant who has 13 years of experience in systems administration and has a related CompTIA Server+ professional certification. She offers that applicant a 10% increase above the minimum for having a specialized certification and 8 years more experience than is required by the minimum. Based upon the data provided, the objective financial analysis shows a 10% savings due to hiring of an experienced professionally certified system administrator.

Inappropriate use of Rule IV Section 2.7:

- An announcement is posted for an Accountant position in the Accounting Department. The announcement for the position lists the minimum qualification requirements as:
A Bachelor's Degree in Accounting from an accredited college or university or Bachelor's Degree in a related field with 24 hours of Accounting from an accredited college or university.
- An appointing authority needs an Accountant to perform accounting duties for the Accounting Department. After screening the list of 18 applicants he discovers that one of the applicant's has a law degree. The appointing authority decides to offer the position to the applicant with the law degree at 25% above the current minimum salary based on the law degree. The appointing authority offered no financial analysis to demonstrate potential savings or benefit of the new hire.
- **Reasons for revocation:**
 - The Law degree is not related to accounting work and Rule IV, Section 2.7 requires that the credentials be verified and documented as job related.
 - The appointing authority did not demonstrate that the amount of additional pay was justified based on an objective analysis of the additional financial advantage the increased hiring rate with provide to the city.

An announcement is posted for an Office Assistant I position. The announcement for the position lists the minimum requirements as:

High School Diploma. Original High School Diploma or GED issued by the State Department of Education must be presented within two (2) weeks of filing an application.

- An appointing authority needs to hire a clerical worker. He screens the current Office Assistant I Civil Service eligible list which has over 40 candidates. The appointing authority discovers that one of the candidates has a Bachelor's degree in Psychology and decides to offer that applicant 25% above the current minimum based upon the Bachelor's degree in Psychology. This amount places the salary for the newly hired Office Assistant I over 15% above the other Clerical employees in the unit who are Office Assistant IV's.
- The appointing authority offered no financial analysis to demonstrate potential savings or benefit of the new hire.
- **Reasons for Revocation:**
 - Because the appointing authority has the flexibility to utilize any non-supervisory classification within the Office Assistant Series to fill the position, and because the rate of pay being offered is equal to the starting salary of Office Support Specialist, the appointing authority should have considered other-candidates on eligible lists in higher levels classifications within the Office Assistant Series, especially because candidates on the higher level clerical lists typically have more years of service. In addition, the rate of pay being offered to the Office Assistant I applicant would cause inequitable treatment among the other Office Assistants in that unit, many of whom have many more years of clerical work experience than the Office Assistant I candidate. The individual selected would not qualify for the higher-level classification within the Office Assistant series.
 - The Psychology degree is not related to clerical work and the Rule IV, Section 2.7 requires that the credentials be verified and documented

- as job related.
- The appointing authority did not demonstrate that the amount of additional pay was justified based on an objective analysis of the additional financial advantage the increased hiring rate will provide to the city.

Extraordinary or Superior Qualifications, Experience, Credentials Example Frequently Asked Questions

1. If one of my employees has the same qualification as the person I give extraordinary pay to, do they also receive the pay?

Yes. See the Rule for more details.

2. What happens if Civil Service determines I filled out the form incorrectly during their audit?

The employee's special assignment pay may be revoked and/or your department may receive training to prevent this problem in the future.

3. Can I give less than 25% above the minimum to someone with extraordinary or superior qualifications, experience, credentials?

Yes. The amount you pay should be commensurate with the extraordinary or superior qualifications, experience, credentials and how they impact your department and the City.

4. What does an objective financial analysis look like?

Some examples of objective financial analysis in support of hiring and paying hiring rate for someone with extraordinary or superior qualifications, experience, credentials include:

- A decrease in the amount of overtime
- A decrease in the number of hired contractors
- An increase in revenue (for example, giving out more tickets in the same amount of time, increasing attendance at paid NORDC programs, etc.)
- A decrease in the number of part-time or full-time positions in the department

5. What is meant by objective analysis of the financial advantage this hiring rate will provide to the City?

The appointing authority must demonstrate that the City has gained a financial advantage based upon the hiring decision. There should be objective analysis performed that demonstrates the City's financial advantage by showing increases in revenue or reduction in costs as a result of the hiring above the minimum decision.

6. How do I determine if other employees are equally qualified to receive the same rate of pay?

Check to see if your department has other employees within the same job classification as the employee receiving the extraordinary qualifications pay. If so, you should review the employee's personnel file and/or resume to determine if the other employees possess the same or equivalent qualifications eligible for the pay.

7. May I grant Extraordinary Qualifications pay to someone I am appointing using a temporary appointment?

Yes, individuals employed using emergency, transient or provisional appointment types may receive extraordinary qualifications pay. However, you must be able to document that persons who possess such qualifications are not readily available in the labor market at the minimum entrance rate in the pay grade.

8. How much can I grant someone for extraordinary qualifications pay?

Appointing Authorities may grant pay from 1.25% up to 25% above the minimum salary for a job classification. For instance, an appointing authority may grant 10% above the minimum if the objective financial analysis performed only shows a 10% savings as a result of the hiring decision. Please keep in mind the minimum rate for a position is at step 01, thus 25% above the minimum is step 21. Many jobs have hiring rates that begin above step 01.

9. Where am I expected to post the announcement of the extraordinary qualifications pay?

You are required to post an announcement using the standard form in a central location that is accessible to all employees. You may also want to post it on your department's website or send a notice to all employees through email.

10. How do I demonstrate that other applicants with similar qualifications are not readily available in the market?

You must request that the Civil Service Recruitment Division post the announcement for the vacant position. If you receive no other qualified applicants for the position then this will support your claim that there are no applicants readily available in the market. However, if you receive multiple qualified applications it may be harder to make that claim. It is important to make sure that the announcement accurately reflects the unique or extraordinary qualifications required for the position.

11. What happens if Civil Service determines I filled out the form incorrectly during their audit?

The employee's extraordinary qualifications pay may be revoked if the form is not completed or if the form is completed incorrectly.

12. When will the extraordinary qualifications pay forms be audited?

The Civil Service Department may audit this information at any time so it is important to make sure that you have completed the form and met all of the necessary criteria outlined in Rule IV, Section 2.7. If the audit demonstrates that the extraordinary qualifications pay was granted in error, the pay granted to the employee will be revoked.

13. Under what conditions can extraordinary qualifications pay be excluded?

Rule IV, Section 2.7 may not be used in the following situations:

- Where the duties and responsibilities of a position require the employment of a person with qualifications/credentials that differ significantly from those normally required for other positions in the same classification, and persons who possess such qualifications are readily available in the labor market at the minimum entrance rate in the pay grade.
- To fill a lower level position when a higher-level position is more appropriate.
- To fill a position in a classification that has an authorized special entrance rate at 25% or above the minimum.
- When formal training is readily available to present employees, with which they might become equally well qualified as the applicant, or
- When present employees, who possess the equivalent qualifications, credentials, and/or skills could be promoted, or
- In a lateral move of a permanent, classified employee within a department or from one department to another department, or
- Upon transfer of a permanent, classified employee within a department or from one department to another department.
- Upon reappointment into a job classification (unless the employee has a break in service of at least 60 days)
- Upon demotion into a job classification.

Rule IV. Section 2.8 Pay Equity Adjustment

Pay Equity Adjustment

a) An appointing authority may request a pay equity adjustment within an employee's current salary range, if the purpose is to eliminate pay inequity based on one of the following criteria:

1. Internal salary inequity between employees in the same or comparable job classification performing comparable duties and responsibilities when as a result of a pay plan change or a rule application less senior employees make more than long-term employees in the same or comparable job classification provided the qualifications that the employees possess are the same or equivalent.
2. Salary compression between supervisors and those whom they supervise. In cases where a salary increase results in salary compression between a supervisor and subordinate.
3. To correct obvious errors in pay administration as determined by the Personnel Director.

b) The intent of pay equity adjustments is to provide consideration to critical and/or unusual pay administration problems and may include a change in pay grade, pay 38 step, or effective date of pay increase. This also includes other changes if recommended by the Personnel Director and approved by the Commission. The appointing authority must present information to demonstrate that the inequity exists for reasons other than differences in pay due to longevity, merit pay application, temporary pay or other permissible special rates of pay allowed by the pay plan.

c) A pay equity adjustment within the salary range requires the approval of the Personnel Director. The Director in making the determination will consider all relevant related factors in setting the appropriate pay adjustment. The effective date of any such pay adjustment shall be the date the inequity occurred subject to the provisions of Rule IV, Section 14.

d) All advances above five percent must be presented to the Civil Service Commission for approval. For those advances five percent or below, the Director shall issue a report of all authorized pay equity adjustments to the Civil Service Commission at its next regular monthly meeting. All pay equity adjustments shall be posted on the Civil Service website.

e) If an appointing authority

1. fails to request a pay equity adjustment for a requesting employee within 30 days of receiving notice from an employee of a potential pay equity issue or
2. denies the employee's request, that employee may seek approval directly from the Personnel Director for that adjustment. The appointing authority must present information to demonstrate that the inequity exists for reasons other than differences in pay due to longevity, merit pay application, temporary pay or other permissible special rates of pay allowed by the pay plan or provide information relative to why the inequity does not exist. The appointing authority may

appeal a decision of the Personnel Director to the Civil Service Commission.