



## **PAY PLAN POLICY**

Effective 7/1/2022

### **I. GENERAL PAY PLAN POLICY**

The City of Missoula's Pay Plan Policy supports a clear and thoughtfully aggressive compensation plan to attract and retain engaged, innovative, and diverse employees at all levels. Pay assignment shall be based on an evaluation of each position by using a classification system to compare positions within the organization to one another and gathering salary survey information from peer or comparable institutions. The City uses these components to determine the relationship between positions in terms of effort, knowledge, accountability, and market value, while also attracting and retaining competent and qualified employees.

The Pay Plan Policy aligns with the City's Compensation Philosophy (*see Appendix A*) and strives to establish pay equity from implementation, while also ensuring equity in individual pay progressions.

The City will establish an annual compensation budget following a review of position market values and the relationship to midpoint for each position. The City will establish wage increases based on factors including, but not limited to, available funding, cost of living increases, and projected costs for moving employees to their assigned Target Market Ratio (step).

### **II. GENERAL PAY PLAN DEFINITIONS**

For the Pay Plan Policy, the following definitions shall apply:

Career Ladder: A formal plan providing clear requirements for advancement within the position. Career Ladder level progressions do not require reclassification or recruitment.

Classification: The category of positions (job titles) based on similar duties, responsibilities, and pay levels determined by the classification review process.

Classification Review: The defined process of evaluating a new or current position to determine the appropriate job title and grade.

Employee: Any classified City employee (except Senior Leadership Team positions, and Elected Officials) not covered by the terms and conditions of a ratified collective bargaining agreement shall be considered an "employee".

Grade: The level of classification defined by a specific wage or salary range, and based on the effort, knowledge, accountability, and market value of a position.

Manager: A supervisor within a chain of command who has authority to make decisions regarding pay.

Market Value: The value of a position as determined by a salary survey based on similar positions within peer and/or comparable institutions.

Maximum: The highest pay rate of a grade on the wage matrix, which is 106% of the midpoint.

Midpoint: The middle of a pay range, where 100% of the range's value is achieved, and reflects the approximate market value of a position assigned to the range.

Minimum: The lowest or "Entry" rate of a grade on the wage matrix, which is typically between 85% and 91% of the midpoint (depending on the grade).

Occupation: One or more positions substantially similar with respect to the nature of duties performed and required qualifications. The same descriptive title may be used to designate each position allocated to the occupation.

Pay Exception Committee: The committee responsible for reviewing special pay adjustment requests. The Committee consists of the Chief Administrative Officer, Chief Operating Officer, Finance Director, and the Chief Human Resources Officer.

Pay Range: The specified pay rates assigned to each grade, depicting the entry, midpoint, and maximum rates within the overall wage matrix.

Position: A collection of assigned or delegated duties and responsibilities requiring full or part-time employment of one or more individuals.

Promotion: A promotion involves assigning an employee to a higher grade as the result of a competitive recruitment process or career ladder level progression.

Reclassification: The adjustment (higher or lower) of the grade of a position based on substantive, measurable change in duties and responsibilities.

Salary: Compensation paid based on a set annual wage paid at regular intervals throughout the year (e.g., annual salary).

Target Market Ratio (TMR) or Step: A target percentage of midpoint within a grade based on an employee's knowledge, skills, and abilities gained from prior experience, typically measured by years of service with the City. The City strives to pay employees as close to TMR as possible, within available funding.

Title: Formal designation (classification) of a given position.

Wage: Compensation paid based on the number of hours spent working (e.g., hourly wage).

Wage Matrix: The grid, outlining the grades and pay ranges adopted by the City, used to determine the rate of pay for each employee (*see Appendix B*).

### **III. PAY PLAN RULES**

The following pay plan rules apply to all classified non-union positions, except Senior Leadership Team (SLT) positions and Elected Officials.

#### **A. Pay Ranges**

1. Each position shall be assigned to a pay range (grade) within the wage matrix. The assigned pay range is based on salary surveys which recognize, to the extent possible, comparability between occupations in terms of effort, knowledge, and accountability. When fiscally possible, pay ranges should also provide adequate compensation to attract and retain competent and qualified employees.

2. The Human Resources Department will review, and update pay ranges annually according to wage administration procedures approved by the mayor. Updated range assignments will be implemented on an annual basis with the adoption of the annual fiscal year budget.

B. Pay Plan Design

1. Target Market Ratio (TMR)
  - a. The TMR is a target percentage of midpoint based on employee experience and competency. The Human Resources Department will establish and maintain the City's TMR table (*see Appendix C*).
  - b. Wages are set within the assigned pay range based on the employee's TMR. The City shall use the TMR as a guideline for progressing employees through the appropriate pay range, within available funding. If the compensation budget is not adequate to pay all employees at their TMR, the City will adjust employee wages as close to the TMR as possible. The lowest TMR associated with each grade shall be the designated entry level for positions.
  - c. Contingent on available funding, employee TMRs will progress with increased experience and competency until the employee reaches 106% of the midpoint. Each range shall be constructed to allow additional progression for exceptions authorized by the Pay Exception Committee; ranges may not typically exceed 106% of market.
2. TMR Implementation
  - a. Employees shall receive TMR increases on an annual basis, when granted by the City Council, as part of the annual budget process.
  - b. All employees in a probationary status on the effective date of a wage increase, authorized by the City Council, as part of the annual budget process, will not receive a TMR increase; such employees would receive COLA only, when approved.
  - c. During initial implementation employee wages may not align directly with a step in the matrix. However, employees at or below 106% of midpoint will eventually align with the matrix.
3. Longevity
  - a. The traditional practice of providing additional income for length of time with the city (longevity) will no longer be provided. Longevity pay is built into each step increase rather than being a stand-alone amount.
  - b. Police and Fire Command Staff will continue to receive additional longevity as a stand-alone benefit, per MCA.

C. Exclusions

1. Pay Plan Rules exclude the positions within the Senior Leadership Team (SLT) and

Elected Officials.

2. Rules for these excluded positions will be outlined and provided as an Addendum to the Pay Plan Policy.

#### **IV. IMPLEMENTATION OF THE PAY PLAN**

The pay plan rules shall be implemented by the Human Resources Department with the cooperation of the Finance Department.

##### **A. Initial Pay Assignment – New Hires**

1. The wage for newly hired employees may not be less than the entry rate for the assigned grade, except as provided for training assignments (*see Section IV.B*).
2. A new employee, typically, will be assigned to the entry point of the pay grade unless their relevant education, and/or experience warrant a higher rate within the range.
  - a. Hiring authorities may assign new hires above the entry level and up to 100% of TMR with approval and authorization of the Human Resources Department.
  - b. The Human Resources Department, working closely with the hiring manager, may apply the guidelines in Appendix D when determining initial pay assignment above entry.
3. If the top candidate's qualifications do not justify placement above entry or if the pay range is determined inadequate, the City may consider a training assignment, if feasible, and/or revisit market and classification to determine if reclassification is appropriate.

##### **B. Training Assignments**

1. Employees may be paid below the pay range entry rate in conjunction with a training assignment.
2. Training assignments are available if no applicants meet the minimum qualifications of the job, requiring the hiring authority to fill the position with an under-qualified individual, pending their completion of the appropriate education and training. All training assignments must be approved and tracked by the Human Resources Department.
3. Training assignments must specify the requirements to be fulfilled and have a definite end date, not to exceed one year from hire.
4. Upon the successful completion of a training assignment, the employee's wage will be adjusted to, at least, the minimum rate of the pay range.
5. Managers must compare the employee's qualifications and education to other employees in the pay grade when determining the employee's wage to ensure appropriate internal pay relationships and equity.

6. Should the employee fail to perform the duties and responsibilities of the training assignment, the employee may be relieved of duties for just cause or reassigned to another position commensurate with their qualifications.

C. Transfer/Lateral Moves

1. Transfers and lateral moves occur when an employee moves to a position within the same grade.
2. When an employee transfers or moves laterally, their wage will be between the entry rate of the assigned pay range up to their current rate of pay.
3. Managers must consider the qualifications and experience of other employees in grade and occupation when determining pay.

D. Promotion

A promotion involves assigning an employee to a position in a higher grade either by selection through a competitive hiring process or a career ladder level progression. *All promotion processes must be reviewed and approved by the Human Resources Department **prior** to implementation.*

1. Promotion through the Hiring Process
  - a. Promoted employees will typically receive a 5% wage increase to the closest step, assuming this does not create inequities within the same classified positions.
  - b. Managers **must** work with the Human Resources Department to consider the qualifications and experience of other employees in the promoted-to position when determining the wage for the promoted employee to ensure appropriate internal pay relationships and equity.
2. Promotion through a Career Ladder Level Progression
  - a. Managers may work with Department Directors, and the Human Resources Department to develop formal career ladders for appropriate positions.
  - b. Employees within approved career ladders may progress through the appropriate levels of the career ladder if they meet the prescribed standards for the next level and if the successive level has been approved in the department's budget (*see Career Ladder Procedure in Appendix E*).
  - c. Managers must plan for anticipated career ladder progressions within their budget by submitting projected increases to the Human Resources Department by March 1<sup>st</sup> of each year.
    - Advancements need not occur in July but need to be calculated within the approved budget.
  - d. Career Ladder progressions not planned, approved by the Human Resources Department, or communicated by March 1<sup>st</sup> will be **required** to follow the pay exception process to establish new career ladders or to

progress an employee in an existing career ladder.

- e. An employee may progress in a career ladder one time per fiscal year.
- f. When an employee is promoted to the next level within a career ladder, they will typically receive a 5% wage increase to the closest step, assuming this does not create inequities within the same career ladder.
- g. Managers **must** work with the Human Resources Department to compare the employee's qualifications and education to other employees in the promoted-to position when determining the wage for promoted employee to ensure appropriate internal pay relationships and equity.

E. Demotions – Downgrades

- 1. Demotions or downgrades occur when an employee moves or is assigned to a position with a lower pay grade or the employee's position is reclassified to a lower grade.
- 2. The employee's wage may be reduced following a demotion to a lower pay range.
- 3. Managers must compare the employee's qualifications and experience to other employees in the lower pay grade when determining the wage for the employee to ensure appropriate internal pay relationships and equity.
- 4. An employee will not be paid more than the maximum rate of the lower grade.
- 5. An employee's assignment to a position in a lower pay grade will be implemented as follows:
  - a. The employee's wage may be protected for up to 90 calendar days following the demotion. The Human Resources Department will consider the circumstances of the demotion in determining pay protection, (e.g., reorganization, voluntary transfer, performance, changes in the classification and pay plan).
  - b. The employee's wage will be between the entry and maximum rates of their new grade. The wage for a demoted employee will typically be the same percent of market as the former grade. The Human Resources Department will consider the circumstances of the demotion, the qualifications, and experience of other employees in grade and occupation when determining pay.
- 6. If the employee is subsequently promoted, the employee's wage shall follow the promotion rules (*see Section IV.D*).

F. Wage Increases

The City strives to provide regular and fiscally responsible wage increases to recognize employee growth and the acquisition of experience as a value to the City.

- 1. Each pay grade in the wage matrix ranges from the minimum or "Entry" point, which is typically between 85% and 91% of the midpoint, to a maximum 106% of the

midpoint; actual percentages depend on the grade.

2. Progression from the entry rate to the midpoint is based on the employee's Target Market Ratio (TMR). The TMR is a target percentage of midpoint based on employee experience and competency.
  - a. The Human Resources Department will establish and maintain the City's TMR table (*see Appendix C*).
  - b. The City shall use the TMR as a guideline for progressing employees through the appropriate pay range, within available funding. If the compensation budget is not adequate to pay all employees at their TMR, the City will adjust employee wages as close to the TMR as possible.
  - c. Contingent on available funding, employee TMRs will progress with increased experience and competency until the employee reaches 106% of the midpoint, unless supported by market, and approved by the Pay Exception Committee.
3. The Mayor shall recommend whether wage and salary increases should be granted in any fiscal year, as part of the budget adoption process.
  - a. Preliminary budgets will include wage and salary increases, unless the Mayor determines otherwise.
  - b. All recommendations by the Mayor must receive Council approval, prior to implementation.
4. Annual wage and salary increases are presented to the Council, at the beginning of each fiscal year. If approved, increases are retroactive to the first full pay period of the new fiscal year, in July.

G. Pay Exceptions

*A pay exception approved for one or more employees does **not**, in and of itself, justify additional pay exceptions for other employees in the same or other City departments.*

1. Pay Exception Committee
  - a. The City maintains a Pay Exception Committee responsible for reviewing special pay adjustment requests.
  - b. The Committee consists of the Chief Administrative Officer, Chief Operating Officer, Finance Director, and the Chief Human Resources Officer.
2. Pay Exception Criteria

Pay exceptions may be approved at the sole discretion of the City to address such situations as:

  - a. Determining new hire wages above 100% of the midpoint
    - Managers may propose new hire wages up to 100% of market (midpoint) for approval by the Human Resources Department.
    - Recommendations for starting wages above 100% of market **must**

be approved by the Pay Exception Committee **prior** to the new employee's start date.

- Requesting new hire wages above 100% of the midpoint **requires** the manager to provide documentation of the candidate's unique knowledge, skills, or abilities, how they benefit City operations, the impact of the adjustment on internal equity in the department, and an adequate department budget to fund the pay rate.

b. Retaining competent and qualified employees

- Managers may propose a wage increase as an attempt to retain an employee with unique and marketable knowledge, skills, or abilities vital to the operation of a department or program where the employee's departure would have a significant adverse impact on the department's ability to carry out its mission or program goals.
- Requesting retention wage increases **requires** the manager to provide documentation of the employee's unique knowledge, skills, or abilities, how they benefit City operations, the impact of the adjustment on internal equity in the department, and an adequate department budget to fund the adjustment.

c. Ensuring internal pay equity

- Managers may propose a wage adjustment for employees where normal pay practices related to transfer/lateral moves, promotions, demotions, recruitment, etc., have resulted in inequitable internal pay relationships.
- Requesting equity wage adjustments **requires** the manager to provide documentation demonstrating evidence of the inequity, the further impact of the adjustment on internal equity in the department, and an adequate department budget to fund the adjustment.

H. Comparability Adjustment:

1. The City may make comparability adjustments to employee wages, grade ranges, or the wage matrix to ensure external competitiveness or internal equity.
2. Pay ranges may be adjusted without affecting employee wages or vice versa; these adjustments are based on economic indicators and funding availability.
3. The City may perform adjustments, at any time, within available funding, but it is not guaranteed; adjustments may be based on need, including, but not limited to:
  - a. Responding to shifts in the market,
  - b. Recruitment,
  - c. Retention, and
  - d. Equity issues.



4. Changes to rates for individual positions must be approved by the Human Resources Department.

I. Temporary Appointment:

1. An employee may be temporarily appointed or assigned to a different position for reasons deemed appropriate by the department head, following consultation with the Human Resources Department.
2. The wage placement in the higher range shall be determined in accordance with the promotion rules (*see section IV.D*).
3. Prior to making a temporary appointment, the department or division head shall notify the employee in writing of the following:
  - a. The reason for the temporary appointment.
  - b. The anticipated duration of the assignment (not to exceed 12 months)
  - c. A statement to inform the employee, upon completion of the assignment, they will return to the former position, grade, and pay rate.

## Appendix A: Compensation Philosophy



### Compensation Philosophy Statement

The City of Missoula strives to provide exemplary service to the community and commits to enhancing opportunity and the quality of life through effective delivery of City services while recognizing our fiscal responsibility to those we serve. The City of Missoula's compensation philosophy supports a transparent and understandable compensation plan that is thoughtfully aggressive in attracting and retaining engaged, innovative, and diverse staff at all levels.

A quality compensation plan supports our mission to foster a transparent, nimble organization of employees challenged to provide high quality, responsive and innovative services efficiently and effectively. The City strives to administer pay and benefits in a way that is equitable, transparent, and provides equal pay for equal work without regard to race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression or other factors unrelated to work performance. The compensation plan is a shared responsibility among all parties responsible for establishing, negotiating, and administering compensation and aligns with the City's responsibility as stewards of public funds.

Following are the objectives of the City's total rewards plan which includes wages, benefits, and other rewards such as leave and workplace flexibility that are competitive, sustainable, and responsible:

- Achieve and maintain competitive wages reflecting the relevant labor market as defined by the geographic region, key markets for employees, and required qualifications.
- Ensure classification and pay systems provide equal pay for equal work and systematically establish and perpetuate equity.
- Provide a competitive, comprehensive benefit package that offers flexibility and choices to supplement compensation; supports employees in meeting financial commitments, preparing for retirement, and maintaining health and wellness for themselves and families; and that preserves and enhances a family- friendly workplace for employees at all stages of life.
- Encourage employee growth and improvement by providing opportunities for wage increases based on the acquisition of qualifications and assumption of additional responsibilities of value to the City.
- Consider performance incentives when job expectations are clearly communicated, understood, achieved, and documented.
- Ensure compliance with federal and state regulations.
- Provide pay practice transparency recognizing that citizens fund employee compensation and deserve commensurate value from the City.
- Responsibly manage financial assets and ensure the City's compensation system is sustainable.

The City of Missoula will periodically evaluate and update, as necessary, wage rates, benefit programs, and compensation practices to ensure market competitiveness, effectiveness, and continued compliance.

## Appendix B: Wage Matrix

### City of Missoula 2022 Wage Matrix

Grade	Entry Hourly	Midpoint Hourly	Maximum Hourly	Entry Annual	Midpoint Annual	Maximum Annual
A5	\$15.38	\$16.90	\$17.91	\$31,988	\$35,152	\$37,261
A6	\$16.46	\$18.08	\$19.17	\$34,228	\$37,613	\$39,869
B7	\$17.62	\$19.37	\$20.53	\$36,658	\$40,283	\$42,700
B8	\$18.88	\$20.74	\$21.99	\$39,260	\$43,143	\$45,732
B9	\$20.22	\$22.21	\$23.55	\$42,048	\$46,206	\$48,979
C10	\$21.65	\$23.79	\$25.22	\$45,033	\$49,487	\$52,456
C11	\$23.21	\$25.50	\$27.04	\$48,276	\$53,050	\$56,233
C12	\$24.88	\$27.34	\$28.98	\$51,751	\$56,870	\$60,282
C13	\$26.67	\$29.31	\$31.07	\$55,478	\$60,964	\$64,622
D14	\$28.28	\$31.42	\$33.31	\$58,818	\$65,354	\$69,275
D15	\$30.01	\$33.71	\$35.74	\$62,411	\$70,125	\$74,332
D16	\$31.83	\$36.17	\$38.35	\$66,214	\$75,244	\$79,758
D17	\$33.80	\$38.85	\$41.18	\$70,306	\$80,812	\$85,660
D18	\$35.89	\$41.73	\$44.23	\$74,641	\$86,792	\$91,999
D19	\$38.54	\$44.81	\$47.50	\$80,164	\$93,214	\$98,807
E20	\$41.43	\$48.18	\$51.07	\$86,177	\$100,206	\$106,218
E21	\$44.54	\$51.79	\$54.90	\$92,640	\$107,721	\$114,184
E22	\$47.88	\$55.67	\$59.01	\$99,588	\$115,800	\$122,748
F23	\$50.87	\$59.85	\$63.44	\$105,812	\$124,485	\$131,954
F24	\$54.69	\$64.34	\$68.20	\$113,748	\$133,821	\$141,851

## Appendix C: Target Market Ratio Table

City of Missoula Target Market Ratio (TMR) Table

Grade	Minimum	Target Market Ratio (TMR)/Steps - FY23												
↓	99	1	2	3	4	5	6	7	8	9	10	11	12	13
A5	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
A6	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
B7	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
B8	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
B9	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
C10	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
C11	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
C12	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
C13	91.0%	94.0%	97.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%	106.0%	106.0%
D14	90.0%	92.0%	94.0%	96.0%	98.0%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%
D15	89.0%	91.2%	93.4%	95.6%	97.8%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%
D16	88.0%	90.4%	92.8%	95.2%	97.6%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%
D17	87.0%	89.6%	92.2%	94.8%	97.4%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%	106.0%
D18	86.0%	88.3%	90.7%	93.0%	95.3%	97.7%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%
D19	86.0%	88.3%	90.7%	93.0%	95.3%	97.7%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%
E20	86.0%	88.3%	90.7%	93.0%	95.3%	97.7%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%
E21	86.0%	88.3%	90.7%	93.0%	95.3%	97.7%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%
E22	86.0%	88.3%	90.7%	93.0%	95.3%	97.7%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%	106.0%
F23	85.0%	87.1%	89.3%	91.4%	93.6%	95.7%	97.8%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%
F24	85.0%	87.1%	89.3%	91.4%	93.6%	95.7%	97.8%	100.0%	101.0%	102.0%	103.0%	104.0%	105.0%	106.0%

The TMR table is the basis for determining the target rate (i.e., the specific placement within the pay range) for each employee. Employees' years of service with the City of Missoula can serve as a basis for determining an employee's TMR (unless there is a pay exception as described in Section IV. G.); this ratio is multiplied by the market (midpoint) rate of the assigned grade to determine an employee's target wage or salary.

## Appendix D: Pay Assignment Guidelines

### City of Missoula Pay Assignment Guidelines

The following are guidelines for determining whether new hires qualify to receive initial wages above entry, or appropriate pay adjustments (e.g., retention or market adjustments). **The criteria in this appendix are guidelines only and are not policy.** The Human Resources Department is the final authority on wage placement. Hiring authorities shall assign initial hires to the entry level TMR (step) unless the Human Resources Department authorizes assignment at a higher level. The Pay Exception Committee must approve any initial pay assignment above 100% of the pay range midpoint.

Each grade in the wage matrix ranges from the “Entry” point, which is typically between 85% and 91% of the pay range midpoint, to a Maximum 106% of the midpoint; actual percentage depend on the grade.

#### Hire above entry – qualified candidates

To recommend wages above the entry level for the grade, the manager must provide documentation for how the top candidate’s qualifications exceed the minimum qualifications for the position. The manager may recommend one additional TMR(step) increment above the entry rate *for each full year of education or experience exceeding the minimum qualifications* up to 100% of the mid-point.

*Example:*

Position	Minimum Qualifications	Top candidate Qualifications	Qualifications exceeding minimum	Can offer up to:
Accounting Coordinator, grade C10	Any combination of education and experience equivalent to three years of accounting experience.	Bachelor (4 year) degree in accounting.  One-year governmental accounting and budgeting experience.	<b>Two</b> additional years of directly related education & experience.	TMR increment two (2) or 97% (see TMR chart in Appendix B).
Software Developer, grade D16	Any combination of education and experience equivalent to six years of web and software development experience.	Bachelor (4 year) degree in computer science.  Four years web and software development experience	<b>Two</b> additional years of directly related experience.	TMR increment two (2) or 92.8% (see TMR chart in Appendix B).

Managers must consider the qualifications and experience of other employees in the grade or occupation when determining wages and may offer pay up to the TMR increment indicated above.



## Appendix E: Career Ladder Procedures

MINOR EDITS HAVE BEEN MADE TO THE CAREER LADDER PROCEDURE;  
PLEASE SEE APPENDIX F (PG 19-21) FOR REVISED VERSION.



### City of Missoula Non-Union Career Ladder Procedure

#### I. PURPOSE

This procedure provides for advancement of staff in eligible City of Missoula positions when the requirements for the next higher step are met, and for placement of newly hired individuals. Employees hired into a career ladder may be eligible for differing pay rates based on the level of work performed by the employee. The purpose of the career ladder is to increase employee retention by providing opportunity for periodic professional and economic growth and to ensure the City recognizes the benefit of increased employee competency through increased responsibility.

Career ladder steps must be objective, documented, and reflect differing work at each step. The Department bases advancement under this policy on successful job performance of the work assigned and attainment of the minimum qualifications expected at the next higher step. The Department does not base promotion, placement or transfer upon color, creed, race, sex, sexual preference, gender identity, gender expression, familial status, age, religion, national origin, disability, marital status, political beliefs, or any other factor that would be in violation of federal and state civil rights law.

This policy outlines the general requirements for career ladder advancement within eligible positions and does not provide for reclassification. Approval for a career ladder is reviewed carefully by managers, Department Directors, and Human Resources, based on the ability to have positions progress in complexity while allowing all staff in that specific position to do so. Not all positions are appropriate for a career ladder due to work availability and type of work performed. Positions that are approved for a career ladder will have a Position Specific Career Ladder document created.

This procedure is not a contract. Advancement in the career ladder, and an applicable pay increase, is not guaranteed. All career ladder and pay advancements are contingent upon the Department's budget. The job description and any individual performance appraisals, when applicable, provide additional detail regarding job duties, professional development plans, and specific career paths for individual employees. The employee and supervisor will discuss and document how the employee will meet the detailed education, experience, training, work elements, and competency criteria for each step.

New hires and existing employees with prior experience will be placed at the appropriate step but it will be up to the candidate to provide an extensive review of their previous training and experience. There may be examples where experience in one discipline will be accepted for another. This will be assessed on a case-by-case basis and must be approved by both the Department and HR Directors.

The Department will:

- Consider its ability to pay before awarding career-ladder adjustments.
- Assign an employee to the appropriate initial step at implementation or at the time of hire.

- Base advancement on successful job performance of the work assigned and the competencies necessary to advance to the next step. Consistent demonstration of proficiency is required.
- Reserve the right to assign work elements to all steps, regardless of the current step in the career ladder, to meet business needs.
- Reserve the right to revise or suspend established career ladders due to business necessity. If the Department suspends or revises an established career ladder, the Department will document the reasons and provide no less than 30-days' notice to employees, or as soon as practical when less notice is necessary.
- Reserve the right to reassign an employee to a lower step, in accordance with the City's policies or practices for demotions, if an employee is unable to perform at an advanced step.
- Communicate career ladder opportunities to all staff in career ladder eligible positions and assist staff in identifying how they can work toward meeting the education, experience, work elements and competencies required for advancement.

Employees of the Department will:

- Consider how their aptitudes and interests align with the Department's business needs and communicate career advancement interests with their supervisor.
- Demonstrate overall performance that meets or exceeds performance standards to be eligible for advancement within the career ladder.
- Meet the responsibilities, education, experience, work elements, and competencies required for advancement.
- Develop a portfolio of documentation showing consistent successful performance of the work elements. The portfolio must also include documentation of completed certifications, training, and on-the-job experience.
- Notify their supervisor of eligibility and interest in advancement when all requirements are met by following the stated procedure below for consideration for advancement.

The Department bases placement of an individual employee within the career ladder on the employee's qualifications and recommendations from the direct supervisor, with review by the Human Resources Department and approval from the Department Director. Assignment to the appropriate initial career step will occur at the time of hiring or implementation of the career ladder.

## **II. PROCEDURE**

1. If an employee has interest in advancement within the career ladder, they will communicate this interest to their immediate supervisor.
2. The supervisor will, in conjunction with the employee, develop a professional development plan which includes the work the employee needs to perform and any training or additional experience the employee needs to gain to advance.
3. When an employee has met the defined criteria, as listed in the professional development plan, they may submit a written request to their supervisor, along with their portfolio of work

elements. This portfolio must demonstrate all elements of the required work listed in the requested career ladder step.

4. The supervisor will compare the request to the required work elements found in the Position Specific Career Ladder and review the request and portfolio for accuracy. The supervisor will then complete the Career Advancement Verification Form (Addendum 1), and forward to the Human Resources Department within 15 working days from receipt. The Human Resources Department will review the submitted documents within 15 working days to ensure all requirements of the requested step have been met.
5. Once approved by the supervisor and Human Resources Department, the request for approval will be submitted to the Department Director. The Director will review the documents and approve or deny the request within 15 working days.
6. If the Director approves the request, the advancement and applicable pay rate will be effective the first of the pay period in which the employee's request was approved. The request for advancement and the portfolio of work will be retained in the employee's personnel file.
7. If the supervisor or Director denies the request, specific reasons for the denial will be provided to the employee, in writing. The employee will have the opportunity to resubmit their request with the missing documentation demonstrating proof of meeting the requirements, or work toward meeting the missing requirements and resubmit their request once requirements are met. The request and letter of denial will be retained in the employee's personnel file.

### **III. STRUCTURE**

Each eligible position will include no more than three steps, such as: (A) Entry, (B) Intermediate and (C) Senior. The minimum qualifications for each step will be clearly defined in the position specific Career Ladder Addendum; the entry step minimum qualifications will be as listed in the Job Description.

Specific responsibilities relevant to individual positions vary. The level of independence and complexity of such responsibilities will vary depending on the career ladder step.

### **IV. SPECIAL CIRCUMSTANCES**

The City recognizes this policy cannot cover every work or classification need within the organization. Nothing in this policy shall preclude management from reclassifying employees in their present positions to classifications that reflect the duties performed. Please direct any questions concerning this policy to Human Resources.



City of Missoula Career Ladder Advancement Verification Form

POSITION TITLE	
RECOMMEND FOR STEP	
EMPLOYEE NAME	

**Directions:**

Supervisor--fill in the Education/Experience, and Work Elements criteria, using the documented portfolio submitted by the employee as a guide. Then submit to Human Resources for verification and signature of the HR Director.

Employee- review the document created by the supervisor and initial each item verifying accuracy.

Human Resources- verify requirements against the position's specific career ladder elements, provide approval signature, then route to the Department Director for review.

Department Director- review and verify accuracy of requirements, budget authority and provide signature for approval.

**Education/Experience:**

Required	Attained	Date Met	Supervisor Initials	Employee Initials	Remarks

**Work Elements:**

Description	Date Met	Supervisor Initials	Employee Initials	Remarks

Add additional page if necessary.

## City of Missoula Career Ladder Request Approval

### Signatures

*My signature below indicates the review and approval of this career ladder.*

---

**Signature**

**Supervisor**

---

**Printed Name**

**Date**

---

**Signature**

**HR Director**

---

**Printed Name**

**Date**

**Do not submit to Department Director until both the Supervisor and Human Resources have signed.**

---

**Signature**

**Department Director**

---

**Printed Name**

**Date**

Submit the final, fully signed document to Human Resources along with the following documents:

Position Specific Career Ladder

Status Change form with appropriate and approved wage



## City of Missoula

### Non-Union Career Ladder Procedure

#### I. PURPOSE

This procedure provides for the advancement of staff in eligible City of Missoula positions when the requirements for the next higher level are met, and for the placement of newly hired individuals. Employees hired into a career ladder may be eligible for differing pay rates based on the level of work performed by the employee. The purpose of the career ladder is to increase employee retention by providing opportunity for periodic professional and economic growth and to ensure the City recognizes the benefit of increased employee competency through increased responsibility.

Career ladder levels must be objective, documented, and reflect differing work at each level. The Department bases advancement under this policy on successful job performance of the work assigned and attainment of the work element requirements expected at the next higher level. The Department does not base promotion, placement, or transfer upon color, creed, race, sex, sexual preference, gender identity, gender expression, familial status, age, religion, national origin, disability, marital status, political beliefs, or any other factor that would be in violation of federal and state civil rights law.

This policy outlines the general requirements for career ladder advancement within eligible positions and does not provide for reclassification. Approval of a career ladder is reviewed carefully by managers, Department Directors, and Human Resources, based on the ability to have positions progress in complexity while allowing all staff in that specific position to do so. Not all positions are appropriate for a career ladder due to work availability and type of work performed. Positions approved for a career ladder will have a Position Specific Career Ladder document created.

This procedure is not a contract. Advancement in the career ladder, and an applicable pay increase, is not guaranteed. All career ladder and pay advancements are contingent upon the Department's budget. The job description and any individual performance appraisals, when applicable, provide additional details regarding job duties, professional development plans, and specific career paths for individual employees. The employee and supervisor will discuss and document how the employee will meet the detailed education, experience, training, work elements, and competency criteria for each level.

New hires and existing employees hired into career ladders will typically be placed at level 1; prior experience may assist employees in demonstrating their ability to meet requirements and expedite advancement.

The Department will:

- Consider its ability to pay before awarding career-ladder adjustments.
- Assign an employee to the appropriate initial level at implementation of the career ladder.
- Base advancement on successful job performance of the work assigned and the competencies necessary to advance to the next level. Consistent demonstration of proficiency is required.
- Reserve the right to assign work elements to all levels, regardless of the current level in the career ladder, to meet business needs.
- Reserve the right to revise or suspend established career ladders due to business necessity. If the Department suspends or revises an established career ladder, the Department will document the

reasons and provide no less than 30-days' notice to employees, or as soon as practical when less notice is necessary.

- Reserve the right to reassign an employee to a lower level, in accordance with the City's policies or practices for demotions, if an employee is unable to perform at an advanced level.
- Communicate career ladder opportunities to all staff in career ladder eligible positions and assist staff in identifying how they can work toward meeting the education, experience, work elements and competencies required for advancement.

Employees of the Department will:

- Consider how their aptitudes and interests align with the Department's business needs and communicate career advancement interests with their supervisor.
- Demonstrate overall performance that meets or exceeds performance standards to be eligible for advancement within the career ladder.
- Meet the responsibilities, education, experience, work elements, and competencies required for advancement.
- Develop a portfolio of documentation showing consistent successful performance of the work elements. The portfolio must also include documentation of completed certifications, training, and on-the-job experience.
- Notify their supervisor of eligibility and interest in advancement when all requirements are met by following the stated procedure below for consideration for advancement.

The Department bases placement of an individual employee within the career ladder on the employee's qualifications and recommendations from the direct supervisor, with approval from the Department Director, and review by the Human Resources Department. Assignment to the appropriate initial career level will occur at the time of hiring or implementation of the career ladder.

## **II. PROCEDURE**

1. If an employee has an interest in advancement within the career ladder, they will communicate this interest to their immediate supervisor.
2. The supervisor will, in conjunction with the employee, develop a professional development plan which includes the work the employee needs to perform and any training or additional experience the employee needs to gain to advance.
3. When an employee has met the defined criteria, as listed in the professional development plan, they may submit a written request to their supervisor, along with their portfolio of work elements. This portfolio must demonstrate all elements of the required work listed at the requested career ladder level.
4. The supervisor will compare the request to the required work elements found in the Position Specific Career Ladder and review the request and portfolio for accuracy. The supervisor will then complete the [Career Advancement Verification Form](#) (Addendum 1), a fillable version can be found on City Central,

and forward to the Department Director for approval within 15 working days from receipt. The Department Director will review the documents and approve or deny within 15 working days.

5. Once approved by the supervisor and the Department Director, the request will be submitted to the Human Resources Department. Human Resources will review the submitted documents within 15 working days, to ensure all requirements of the requested level have been met.
6. If the Director approves the request, the advancement and applicable pay rate will be effective the first day of the pay period in which the employee's approved request was received by the Human Resources Department. The applicable pay rate will follow the Non-Union Pay Plan promotional policy or the assigned Collective Bargaining Agreement (CBA). The request for advancement and the portfolio, if requested by the department, will be retained with the Career Ladder Verification form.
7. If the supervisor or Director denies the request, specific reasons for the denial will be provided to the employee, in writing. The employee will have the opportunity to resubmit their request with the missing documentation demonstrating proof of meeting the requirements, or work toward meeting the missing requirements and resubmit their request once requirements are met. The request and letter of denial will be retained in the employee's personnel file.

### **III. STRUCTURE**

Each eligible position will include no more than three levels, such as: (A) Level 1, (B) Level 2 and (C) Level 3, unless otherwise outlined in a CBA. The work element requirements for each level will be clearly defined in the Position Specific Career Ladder; the entry level minimum qualifications will be as listed in the Job Description.

Specific responsibilities relevant to individual positions vary. The level of independence and complexity of such responsibilities will vary depending on the career ladder level.

### **IV. SPECIAL CIRCUMSTANCES**

The City recognizes this policy cannot cover every work or classification need within the organization. Nothing in this policy shall preclude management from reclassifying employees in their present positions to classifications that reflect the duties performed. Please direct any questions concerning this policy to Human Resources.

## ADDENDUM 1 - UPDATED



### Career Ladder Advancement Verification Form

POSITION TITLE	
RECOMMEND FOR LEVEL	
EMPLOYEE NAME	

#### Directions:

**Employee & Supervisor:** Review the Career Specification requirements, if they have been met, fill in the Education/Experience, and Work Elements criteria on the form, obtain both supervisor and employee initials for each element; then submit to the Department Director for verification and approval.

**Department Director:** review and verify accuracy of requirements, and budget authority; provide signature for approval or explanation for denial; return to Human Resources to be processed and/or filed.

#### Submit the final, fully signed document to Human Resources along with the following documents:

- Position Specific Career Ladder
- Additional Pages listing Work Elements, if needed.

**NOTE:** Effective dates for changes will be the beginning of the pay period the approved request is received by HR.

#### Education/Experience:

Required	Date Met	Supervisor Initials	Employee Initials	Remarks

#### Work Elements:

Description	Date Met	Supervisor Initials	Employee Initials	Remarks

Add an additional page, if necessary.



## City of Missoula Career Ladder Request Approval

### SIGNATURES

**EMPLOYEE & SUPERVISOR:** *My signature below indicates the review and/or approval of this career ladder request.*

Signature

Employee

Printed Name

Date

Signature

Supervisor

Printed Name

Date

**DEPARTMENT DIRECTOR:** *My signature below indicates the review and approval decision of this career ladder request.*

☐ Yes, I approve of this career ladder request.

☐ No, I do not approve of this career ladder request; ***please provide reason for denial below.***

**Explanation of Denial:**

Signature

Department Director

Printed Name

Date

**Do not submit to Human Resources until both the Supervisor and Department Director have signed.**

**HUMAN RESOURCES:** *My signature indicates the review and approval of this career ladder request.*

Signature

HR Representative

Printed Name

Date

### **HR USE ONLY**

Employee's Current Wage: \_\_\_\_\_ Current Grade: \_\_\_\_\_ Current Step: \_\_\_\_\_

Employee's New Wage: \_\_\_\_\_ New Grade: \_\_\_\_\_ New Step: \_\_\_\_\_

Effective Date: \_\_\_\_\_