

## **PROCEDURE 301-5 MARKET-BASED PAY AND SALARY STRUCTURE ADJUSTMENTS**

### **Market-Based Pay Adjustments**

The County strives to pay at levels that are competitive with the market. Salary adjustments may be made to employee salaries to address significant discrepancies between the County's level of pay and market pay levels for jobs. Actual adjustment amounts will be based on the County or D/A/O's ability to pay as well as individual performance.

1. Human Resources will periodically compare current employee pay levels to the market pay for similar jobs, typically in conjunction with the annual budget process. Market adjustments may be recommended to alleviate market pressures and/or internal equity compression
2. If a specific job becomes exceedingly difficult to recruit and retain because of compensation requirements, Human Resources may recommend salary adjustments to address the demand for greater pay because of extreme market competitiveness.
3. Individual employee pay will be reviewed in consideration of market survey data and recruiting requirements. Based upon this review, individual employee pay may be adjusted to better reflect market rates or decrease compensation-related turnover. In such cases, the actual percentage of an employee's pay may be adjusted based on the employee's knowledge, skills, and abilities (KSAs) in comparison to the job's KSAs, individual performance and external market factors.

Market adjustments are effective on the first day of the pay period following approval. The pay rate increase must be documented as a market adjustment. Market adjustments are not a substitute for merit pay rate increases and will not be implemented retroactively.

### **Compensation Structure Adjustments**

The County's compensation structure will be adjusted on a periodic basis to ensure that it remains competitive with markets from which it attracts talented employees.

1. On an annual basis, Human Resources will review the pay structures in consideration of changing economic and competitive factors as determined by market benchmark data sources including but not limited to the federal Bureau of Labor Statistics, Employment Cost Index, and Consumer Price Index.
2. Based on the review, Human Resources will recommend any appropriate salary structure adjustments to the County leadership.
3. Salary structures will be adjusted as approved.
4. Any employee whose salary is below the assigned updated salary range will receive a pay adjustment at least equal to the difference between actual salary and the salary range minimum. Such pay increases will be provided only if sufficient financial resources are available.

*First Effective 05-01-2021*

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