

<p align="center">GEORGIA DEPARTMENT OF JUVENILE JUSTICE</p>	<p align="center">Transmittal # 16-14</p>	<p align="center">Policy # 3.54</p>
<p>Applicability: {x} All DJJ Staff {x} Administration {x} Community Services {x} Secure Facilities (RYDCs and YDCs)</p>	<p>Related Standards & References: O.C.G.A. § 9-3-22 4-JDF-1C-17 / 4-JCF-6C-12 State Personnel Board Rule 478-1-.12 Human Resources Administration Addenda to the Compensation Plan Policies to Implement Performance Based Salary Increases Fair Labor Standards Act</p>	
<p>Chapter 3: PERSONNEL</p>	<p>Effective Date: 8/30/16</p>	
<p>Subject: SALARY ADMINISTRATION</p>	<p>Scheduled Review Date: 8/30/17 Replaces: 1/5/16</p>	
<p>Attachments: A – Position/Personnel Action Request B – Criteria and Procedures for Special Salary Adjustments and Supplements C – Advanced Salary Request Upon Hire/Promotion D – Voluntary Demotion Acknowledgement E – Demotion Without Loss of Salary F – Authorization for Temporary Salary Supplement G – Monthly Interpretive Services Salary Supplement</p>	<p>Office of Human Resources APPROVED:</p>  <hr/> <p>Avery D. Niles, Commissioner</p>	

I. POLICY:

The Department of Juvenile Justice shall provide employees equitable and adequate compensation in compliance with applicable federal and state laws, rules and regulations. Compensation levels shall be based on objective, job-related factors and the qualifications and performance of employees.

II. DEFINITIONS:

Additional Duties: Performing work outside the regular duties or work unit in addition to performing the regular job duties.

Appointment: The selection and hiring of an individual who is not a current State employee, (Also referred to as a new hire.) or current part-time employee who is selected for full time employment.

Classified Employee: An employee with rights of appeal as set forth in O.C.G.A 45-20-8 and 45-20-9 who was in the classified service as of June 30, 1996, and who has remained in a classified position without a break in service since that date.

Demotion: The movement of an employee to a position in a job on a lower pay range (one with a lower maximum salary) from a position in a job on a higher pay range.

In Pay Status: The workdays (hours) during a pay period that an employee is entitled to pay, including holidays and all forms of leave with pay and suspension with pay.

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	2 of 11

Job: A position or cluster of positions that includes sufficiently similar work responsibilities, minimum requirements of training, experience and other competencies, that the same job title, job code, and pay grade may be assigned.

Job Maximum: The maximum salary for the job's pay grade.

Job Minimum: The minimum salary rate for the job's pay grade.

Pay Grade: A range of salaries to which a job may be assigned.

Position: A set of duties and responsibilities assigned to one person.

Promotion: The movement of an eligible employee to a position in a job on higher pay range (one with a higher maximum salary) from a position in a job on a lower pay range.

Reallocation: The official change of a position from one job to another job.

Reassignment: The official change of a job from one pay grade to another pay grade, or from department to another department.

Rehire: The selection and hiring of an individual who was previously separated from employment with any state agency.

Replacement Duties: Substituted work performed in lieu of regular job assignments.

Retiree: An employee who, upon separation from service, is immediately eligible to receive an annuity from the Employees' Retirement System or the Teachers' Retirement System.

Salary Reduction: A decrease in an employee's salary without a change in the employee's job or pay range.

Salary Supplement: Temporary increase in an employee's salary due to assignment of additional duties at a lower, equivalent, or higher level than the employee's regular duties.

Transfer: The change of an employee from one position to another position in the same job, or to a different job on the same pay grade. Also referred to as a Lateral Transfer.

Unclassified Employee: An employee who was hired after June 30th, 1996, or who has occupied an unclassified position at any time since July 1st, 1996. Unclassified employees have at-will status with limited exception for employees with more than 18 years of service who established ERS membership prior to April 1st, 1972.

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	3 of 11

III. PROCEDURES:

- A. This policy applies to all employees in regular positions, and employees in temporary positions, including time-limited and hourly-paid employees.
- B. Compensation and benefit levels for all facility personnel are comparable to those for similar occupational groups in the state or region.
- C. Reporting Changes to Compensation:
 - 1. Any change to base salary of an employee will be reported to the Office of Human Resources using a Position/Personnel Action Request (Attachment A).
 - 2. New, modified or discontinued salary supplements will be reported to the Office of Human Resources as specified in the Criteria and Procedures for Special Salary Adjustments and Supplements (Attachment B).
- D. Pay Status and Salary Payments:
 - 1. Salary payments are made on a semi-monthly pay period basis.
 - 2. The first pay period is from the 1st through the 15th of the month. The second pay period is from the 16th through the last day of the month.
 - 3. Each pay period consists of 72, 80, 88, or 96 hours depending on the number of standard days in the pay period.
 - 4. An employee earns one-half of the monthly salary for each semi-monthly pay period.
 - 5. An employee is in pay status for regularly scheduled work hours except when the employee is on leave without pay or suspension without pay. An employee will be paid only for hours actually on duty or on properly authorized paid leave or compensatory time.
 - 6. An employee who commences beginning a new period of state employment begins in pay status on the day the employee actually reports to work.
- E. Salary upon Appointment or Rehire:
 - 1. The salary for newly hired or rehired employees typically will be set at the job minimum for that job.
 - 2. The initial salary may be set above the job minimum based on factors such as applicant qualifications, recruitment difficulty, or other special circumstances.

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	4 of 11

Examples of appropriate circumstances for an initial salary to exceed the job minimum include, but are not limited to:

- a) The position is in a work unit experiencing management or program difficulties;
- b) The position has been vacant for at least 3 months due to documented recruitment/retention difficulties;
- c) The applicant has special qualifications that are directly related to the position and would enhance the position; and/or
- d) The applicant has experience or training that is specifically related to the requirements of the position.

3. The Assistant Commissioner or a Deputy Commissioner (or designee) or Central Office Director (or designee) may submit a request to hire an applicant at a salary level above the job minimum (Attachment C, Advanced Salary Request upon Hire/Promotion). The request must be submitted to the Director of the Office of Human Resources at least 10 business days prior to the effective date of the appointment.
4. The Director of Human Resources (or designee) will determine if the requested salary level is appropriate. The Office of Human Resources will issue an initial response within 5 business days of receipt of the request.
5. Specific salary amounts will not be communicated to an applicant until both the Director of Human Resources (or designee) and the Office of Budget Services give final approval to that salary amount.

F. Salary upon Job Reassignment:

1. When a new or different pay range is applicable to a job, the salary of employees in positions assigned to that job on the effective date of the reassignment may not be decreased. [State Personnel Board Rule 478-1.12 5e]
2. The Commissioner (or designee) may authorize a salary increase for an employee in a job that is reassigned. However, the higher salary may not be above the job maximum for the reassigned job.

G. Salary upon Promotion:

1. Upon promotion, an employee's salary will be increased by 10% or to the job minimum salary for that new job, whichever is greater. An Assistant Commissioner, Deputy Commissioner (or designee) or Central Office Director (or

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	5 of 11

designee) may authorize an employee's salary upon promotion by up to 10%. The new salary will not be more than the job maximum for the new job.

2. An Assistant Commissioner, Deputy Commissioner (or designee) or Central Office Director (or designee) may request that an employee's salary be raised by more than 10% due to special or unusual circumstances (Attachment C, Advanced Salary Request Upon Hire/Promotion). The request must be submitted in writing to the Director of Human Resources at least 10 business days prior to the effective date of the action. The Office of Human Resources will issue an initial response within 5 business days of receipt of the Request. Examples of factors that may justify approval of a request include, but are not limited to:
 - a) Relocation for the good of the agency but that is a hardship for the employee;
 - b) Placement in a work unit experiencing management or program difficulties;
 - c) Position has been vacant for at least 3 months due to documented recruitment/retention difficulties;
 - d) Special qualifications of the employee that are directly related to the position and would enhance the position; and/or
 - e) The employee has been performing responsibilities of a higher level and reallocation of the position has been unusually delayed.
3. Requests for any promotional salary increase greater than 10% must be routed through the Office of Budget Services and the Office of Human Resources, and approved by the Commissioner.
4. Under limited circumstances, an employee may voluntarily agree to accept a salary upon promotion that is not an increase. The salary will not be below the minimum for the new job. Prior to promotion, the employee will sign a written agreement acknowledging the salary. The agreement will be filed in the employee's official personnel record.

H. Voluntary Demotion:

1. An employee may receive a voluntary demotion when it would benefit the Department and the employee.
2. The employee must request the voluntary demotion in writing, and the supervisor must agree.

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	6 of 11

3. There must be an open position for the employee to be demoted to and the employee must meet the minimum job requirements for that position.
4. The employee must sign the Voluntary Demotion Acknowledgement (Attachment D). The supervisor will submit the Acknowledgement to the Office of Human Resources along with a Personnel Action Form.
5. A voluntary demotion will generally result in a minimum 5% salary reduction unless the job maximum salary of the new position is more than 5% below the previous salary. In these cases, the employee's salary will be reduced to the maximum salary of the new job regardless of percentage. The employee's salary will not be greater than the maximum salary or less than the minimum salary of the new job.
6. A voluntary demotion which occurs within 12 months of receiving a promotion will result in a reduction in salary to the level of compensation prior to the promotion.
7. Under limited circumstances, an Assistant Commissioner, Deputy Commissioner (or designee) or Central Office Director (or designee) may request approval of a voluntary demotion of an employee without a decrease in salary (Attachment E, Demotion Without Loss of Salary). The request must be submitted in writing to the Director of Human Resources at least 10 business days prior to the proposed effective date of the action. The Office of Human Resources will issue an initial response within 5 business days of receipt of the request. The Director of Human Resources will approve or deny the request. Examples of circumstances that may justify approval of a request include, but are not limited to:
 - a) Relocation for the good of the agency but that is a hardship for the employee;
 - b) Placement in a work unit experiencing management or program difficulties;
 - c) Position has been vacant for at least 3 months because of documented recruitment/retention difficulties; and/or
 - d) Special qualifications of the employee that are specifically related to the requirements of the position and would enhance the position.

I. Involuntary Demotion:

An involuntary demotion due to disciplinary action may result in salary decreases greater than 5%.

J. Salary upon Transfer:

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	7 of 11

Upon transfer of an employee from one position to another position in the same job, or to a different job on the same pay grade, an employee's salary will remain the same as the salary received prior to transfer. The salary will not be less than the job minimum of the new job.

K. Special Salary Increases:

1. When necessary to meet Department objectives, an Assistant Commissioner, Deputy Commissioner (or designee) or Central Office Director (or designee) may request to increase an employee's salary. A written request must be submitted to the Director of Human Resources at least 10 business days prior to the proposed effective date. The Office of Human Resources will issue an initial response within 5 business days of receipt of the Request. Requests must include an explanation of the specific circumstances that justify the salary increase. The Director of Human Resources will approve or deny the increase.
2. Examples of appropriate circumstances for Special Salary Increases include, but are not limited to:
 - a) Placement in a work unit experiencing management or program difficulties;
 - b) Selection to fill a position that has been vacant for an extended period of time due to extensive recruitment or retention difficulties;
 - c) Possession of special skills or education directly related to the specific requirements of the job;
 - d) A significant permanent increase in responsibilities which does not result in a promotion; or
 - e) Significant inequity with other employees in the same job class based on qualifications and/or experience.
3. Limitations
 - a) An employee must meet or exceed performance expectations to be considered for a salary increase.
 - b) Any increase awarded will not exceed the job maximum to which the employee's position is assigned.

L. Special Salary Increase for Retirees:

1. An employee who has completed a performance evaluation year and retires prior to the date that Performance Based Salary Increases are to be awarded for that year

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	8 of 11

may be granted a Special Salary Increase one month prior to the employee's actual retirement date.

2. The retiree must have received a "Satisfactory Performer" or higher evaluation for the current plan year and must be voluntarily separating from employment.
3. The increase will be equal to the salary increase authorized for the rating received, not to exceed 5%, and will not include any authorized lump sum payments.

M. Criteria Based Adjustments:

1. The Commissioner (or designee) may authorize salary adjustments to employees who meet established criteria. (See Attachment B, Criteria and Procedures for Special Salary Adjustments and Supplements)
2. All criteria based increase plans must be approved by the Director of Human Resources (or designee) prior to implementation.
3. The Director of Human Resources (or designee) will be responsible for the administration of all criteria based increase plans.
4. Criteria based salary adjustments will not exceed the job maximum salary.

N. Performance Based Salary Increases:

1. Eligible employees may receive a salary increase based on performance that meets or exceeds minimum established criteria, as established by the State Personnel Board.
2. An employee who receives an overall summary rating of "Unsatisfactory Performer" will not receive a performance based salary increase.

O. Teacher Salary Changes:

1. Salary increases based upon an updated professional credential will be determined by the date the Personnel Action Form and supporting documentation is received by the Office of Human Resources. Retroactive pay will not be authorized based on the effective date of the professional credential.
2. Actions received by the payroll deadline of a pay period will be effective the first day of that pay period unless the effective date of the credential is a later date.
3. Actions received after the payroll deadline of a pay period will be effective the first day of the following pay period unless the effective date of the credential is a later date.

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	9 of 11

4. Salary changes based upon incorrect calculation of years of experience shall be effective the pay period following the redetermination. Any appropriate retroactive pay will be awarded to the date the pay should originally have been adjusted, up to a maximum of two years (see O.C.G.A. § 9-3-22).

P. Salary Supplements for Additional Duties, Replacement Duties, or Special Assignment:

1. The Commissioner may authorize supplemental pay to employees who meet certain conditions.
2. An employee who has been temporarily assigned additional duties at a lower, equivalent, or higher level than the employee's regular duties may receive a salary supplement. This may be a result of a vacant position or an incumbent being on an extended leave of absence.
3. An employee who has been temporarily assigned replacement duties at a higher level than the employee's regular duties may receive a salary supplement.
4. An employee placed on a temporary special assignment by the Commissioner or Assistant Commissioner may receive a salary supplement.
5. Salary supplements will be determined as follows:
 - a) 2.5% of base salary for additional assignments of a lower job title;
 - b) 5% of base salary for additional assignments of an equivalent job title; or
 - c) 5% or 10% of base salary or an amount determined in accordance with provisions for salary upon promotion for additional assignments characteristic of a higher job title or replacement duties.
 - d) Salary supplements for special assignments will not exceed 10% and will be determined level of the assignment relative to the employee's current job.
6. Limitations:
 - a) Under no circumstances will an employee be supplemented for replacement duties characteristic of an equivalent or lower level job.
 - b) Under no circumstances will an employee be supplemented for additional duties characteristic of an equivalent or lower level job title in lieu of receiving overtime and/or compensatory time as provided by the Fair Labor Standards Act.
 - c) The employee must perform the replacement duties for the full pay period.

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	10 of 11

- d) Assignments for less than 30 days will not typically be appropriate for a supplement.
- e) Supplements should last no longer than 12 months. At the end of 12 months, a justification statement and Personnel Action Form to continue supplemental pay needs to be submitted to Central Office Human Resources for approval.

7. Salary supplements for additional duties may be prorated as appropriate on the basis of shared assignment of a given set of duties by employees.
8. Requests to supplement an employee’s salary for additional or replacement duties will be submitted in writing to the Director of Human Resources (or designee) at least 10 business days prior to the proposed effective date, Attachment F, Authorization for Temporary Salary Supplement. The Office of Human Resources will issue an initial response within 5 business days of receipt of the Request. Requests must include a description of the nature of the additional or replacement duties, the position number of the vacant position (if applicable) and an estimate of the length of time the employee will be expected to perform the duties. The Director of Human Resources (or designee) will approve or deny the supplement.
9. If an extension of a salary supplement is anticipated prior to 12 months, requests for extensions will be submitted in writing to the Director of Human Resources (or designee) at least 10 business days prior to the end date to avoid having the employee’s supplemental pay delayed.
10. Supplemental pay is subject to the approval of the Georgia Department of Administrative Services Commissioner and the Director of the Office of Planning and Budget.

Q. Restrictions and Limitations of Conditional Pay and Supplements:

Conditional pay and supplements will not be considered changes to base salary, but are additional compensation above normal salary. The following provisions apply:

1. Promotions, demotions, transfers, terminal leave, and salary increases will be calculated on the employee’s base pay (i.e., not including supplemental or conditional pay).
2. Conditional pay and supplements will be discontinued whenever the qualifying conditions no longer apply or funds are no longer available or if an employee’s performance is determined to be less than “Satisfactory Performer”.
3. Employees may be given multiple conditional pay and supplements when appropriate.

Chapter	Subject	Policy #	Page
PERSONNEL	SALARY ADMINISTRATION	3.54	11 of 11

R. Salary Reductions:

1. Salary reductions may be made for the purpose of economy/budget or may be agreed to by employees on a voluntary basis. If salaries are to be reduced on a voluntary basis, there must be a written agreement with each employee, which will be kept in the employee's personnel record.
2. If salaries of classified employees will be reduced in order to conserve funds, the reductions must be made in accordance with a plan previously approved by the Georgia State Department of Administrative Services Commissioner.
3. An employee whose salary has been reduced on a voluntary basis will retain eligibility for the salary received prior to the reduction. The Deputy Commissioner (or designee) or Central Office Director (or designee) may restore the salary effective the first day of any pay period following the reduction. Eligibility for the salary received prior to the reduction shall not be retained if such reduction was the result of a voluntary demotion.
4. If salary reductions were implemented in order to conserve funds, the salaries of all affected employees will be restored at the beginning of the same pay period.

IV. LOCAL OPERATING PROCEDURES REQUIRED: NO