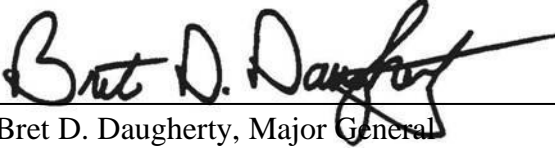




Department Policy No. HR-228-05

Subject:	Salary Determination Non-Represented Employees
Former Number	03-308-05
Authorizing Source:	Revised Code of Washington (RCW) 41.06.133 and 41.06.150 Chapter 357-28 Washington Administrative Code (WAC)
Information Contact:	Human Resources Director Building 20B, (253) 512-7940
Effective Date:	July 1, 2005
Revised	August 15, 2021
Mandatory Review Date:	August 15, 2025
Approved By:	 Bret D. Daugherty, Major General The Adjutant General Washington Military Department Director

Purpose

Provide Washington Military Department (WMD) management and staff with guidance regarding [Chapter 357-28 WAC](#) that establishes the salary determination requirements for non-represented classified WMD employees.

Scope

This policy applies to all WMD non-represented state employees in Washington General Service (WGS) appointments. It does not apply to WMD employees that are in Collective Bargaining Units and/or those covered by Collective Bargaining Agreements. It does not apply to guard members on state active duty or federal personnel to include Active Guard Reserve (AGR) members, traditional guardsmen in a federal military status or military technicians.

Policy

The WMD is committed to administering a fiscally responsible salary administration process that compensates employees based upon their classification, contributions toward the department's missions and goals, and job performance. The WMD recognizes the

importance of a consistent, efficient, and equitable compensation process in motivating, rewarding and retaining a highly qualified and productive workforce.

A. Compliance

The WMD will comply with applicable state and federal laws, the Washington State Compensation Plan as set forth by the Office of the State Human Resources Director (OSHRD) and provisions of [Chapter 357-28 WAC](#).

B. Setting Base Salaries

The Agency Director or designee will assign a base salary for initial appointments taking into consideration the salary recommendations documented by hiring managers/supervisors. The initial base salary offered will not be less than the minimum or generally greater than the maximum dollar amount within the salary range assigned to the position in the Washington State Compensation Plan.

C. Basis for Salary Determination Recommendations

Salary determination recommendations for both base salary and salary premiums should take into consideration any or all of the following based on the factors associated with the appointments and the competencies and requirements of the position. The salary recommendation requirements referenced in subsequent sections of this policy should be based on the salary determination criteria described in this section.

1. Position expectations
2. Anticipated contributions toward WMD/Division mission and objectives
3. Business needs
4. Recruitment and retention issues
5. Educational background
6. Related work experience
7. Specialized skills and abilities
8. The number of ranges involved when appointing from internal or statewide layoff lists
9. Other related factors

D. Additional Pay – Recruitment and Retention

Premiums may be authorized for incumbents or candidates, to address documented recruitment and retention issues, problems, and/or efforts for specific positions. Although authorized premiums may be added as a percentage to the monthly base salary or paid in a lump sum, the premium pay is not part of the employee's base salary. The use of lump sum premiums for recruitment and retention requires a letter of agreement between the WMD and employee.

1. **Single Position Premiums up to 15 percent of base pay** may be authorized by the Agency Director or designee, with the concurrence of the Human Resources Director.
2. **Single Position Premiums greater than 15 percent of base pay** may be authorized by the Agency Director or designee, with the concurrence of the Human Resources Director, and with the approval of the Director of the OSHRD.
3. **Multiple Position Premiums**, of any amount, may only be authorized when the Director of the OSHRD has approved the additional pay to support recruitment and retention of “like positions” at a specific work location.

E. Shift Premium

Employees shall receive shift premium in accordance with [WAC 357-28-190](#).

1. Additional and/or extra shifts worked in addition to employees’ normally scheduled work hours are not considered temporary shift changes for the purpose of determining eligibility for shift premium.

F. Additional Compensation Provision Related to Emergency Response

Employees dispatched to emergency response duty under an incident command system as defined in [RCW 38.52.010](#) may be compensated for additional compensation as provided below.

1. Shift premium. Employees will receive shift premium for the duration of the event based on the eligibility of the shift ([WAC 357-28-190](#)) to which they are assigned during the event.
2. Call back. Employees will receive call back in accordance with [WAC 357-28-185](#).
3. Holiday Premium. Employees will receive holiday premiums in accordance with [WAC 357-28-200](#).
4. Standby pay. Employees will receive standby pay in accordance with [WAC 357-28-205](#) and [210](#).
5. Overtime pay. Employees will receive overtime in accordance with [WAC 357-28-255](#).
6. Overtime exempt employees may be authorized to receive call back, holiday premium, standby, and/or overtime pay amounts as determined by the Agency Director or designee for unusual or extraordinary circumstances.
 - a) Written justification documenting circumstances that rise to the level of unusual or extraordinary shall be provided.
 - b) Payment of the above cited additional compensation for overtime exempt employees must be justified in writing by the manager/supervisor and approved by the Agency Director or designee, with the concurrence of the Human Resources Director.

G. Promotional Increases

Employees shall normally receive the required two-step increase unless a salary recommendation (reference C.) for a higher increase is approved by the Agency Director or designee, with the concurrence of the Human Resources Director, prior to the effective date of the appointment.

1. Permanent state employees that promote while in a non-permanent appointment will normally have their promotional increase calculated from the salary of their permanent appointment unless a salary recommendation (reference C.) for a higher increase is approved by the Agency Director or designee, with the concurrence of the Human Resources Director, prior to the effective date of the appointment.

H. Salaries upon Transfer

Employees shall normally retain their current salary when transferred unless a salary recommendation (reference C.) to increase their salary is approved by the Agency Director or designee, with the concurrence of the Human Resources Director, prior to the effective date of the appointment.

I. Salaries upon Voluntary Demotion

Employees who voluntarily demote will normally have their salary reduced to the corresponding step within the new range reassigned unless a salary recommendation (reference C.) to increase their salary, within the limits of the new range, is approved by the Agency Director or designee, with the concurrence of the Human Resources Director, prior to the effective date of the appointment. Salaries for employees who voluntarily demote shall not exceed the maximum of the new range. Employees with previous base salaries that are above the maximum for the new range will have their salary set at the range maximum for the new range.

J. Salaries due to Reversion following a Voluntary Demotion

Reversions may be to positions for which employees satisfy the competencies/ requirements that are allocated to a class which has the same or lower salary range maximum as the class from which the employee is reverting. Employees who revert following a voluntary demotion will not normally receive a salary increase. They will retain the base salary of their current appointment unless a salary recommendation (reference C.) for a higher salary is approved by the Agency Director (or designee), with the concurrence of the Human Resources Director, prior to the effective date of the appointment. Salary recommendations for a higher salary shall not cause the base salary, upon reversion, to exceed an employee's base salary prior to the voluntary demotion.

K. Salaries due to Layoff Actions

Employees who are appointed from an internal or statewide layoff list will normally retain their previous base salary provided it is within the maximum of the range for the new position, unless a salary recommendation (reference C.) for a higher increase is approved by the Agency Director or designee, with the concurrence of the Human

Resources Director, prior to the effective date of the appointment. Salary recommendations for a higher salary shall not cause the base salary to exceed an employee's base salary prior to the layoff.

L. Salaries following the Downward Reallocation of a position

Employees whose positions are reallocated downward will normally retain their base salary. The base salary for employees, whose salaries are greater than the maximum of the range for the new classification, will be set above the range maximum, but not to exceed their previous base salary. Employees shall retain this base salary until such time as they vacate the position, or the salary falls within the salary range established for the new position.

M. Salaries following the Upward Reallocation of a position

Employees whose positions are reallocated upward shall normally receive the required two-step increase provided it is within the maximum of the range of the new classification, unless a salary recommendation (reference C.) for a higher increase is approved by the Agency Director or designee, with the concurrence of the Human Resources Director, prior to the effective date of the appointment.