

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF AMENDING THE ) RESOLUTION NO. 84-490  
PAY PLAN TO ESTABLISH A SALARY )  
RANGE FOR ZOO AND SOLID WASTE ) Introduced by the  
DIRECTOR POSITIONS ) Executive Officer

WHEREAS, Salaries of Zoo Director and Solid Waste Director are presently set by employment contracts; and

WHEREAS, It is in the interest of the Metropolitan Service District (Metro) to include the positions of Zoo Director and Solid Waste Director in the Pay Plan for consistency and efficiency of pay administration; now, therefore,


BE IT RESOLVED,

1. That the salary for the positions of Zoo Director and Solid Waste Director be established at range number 16.

2. That the non-union salary range table (Table A - Metro Downtown, Gatehouse Sites) be amended as shown on Exhibit A attached hereto.

3. That the non-union Zoo salary range table (Table Z) be amended as shown on Exhibit B attached hereto.

ADOPTED by the Council of the Metropolitan Service District this 25th day of October, 1984.

  
\_\_\_\_\_  
Presiding Officer

DEC/srb  
1799C/392  
08/10/84

EXHIBIT A

REVISED SALARY RANGE TABLE

TABLE A

NON-UNION SALARY RANGE TABLE  
(Metro Downtown, Gatehouse Sites)

Salary Range Number	Beginning Salary Rate		Entry Merit Rate		Maximum Merit Rate		Maximum Incentive Rate**	
	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly
*0.0	7,384	3.55	7,738	3.72	8,965	4.31	9,256	4.45
0.5	8,902	4.28	9,360	4.50	10,982	5.28	11,336	5.45
1.0	9,485	4.56	9,942	4.78	11,461	5.51	11,794	5.67
1.5	9,922	4.77	10,421	5.01	12,002	5.77	12,376	5.95
2.0	10,358	4.98	10,858	5.22	12,563	6.04	12,938	6.22
2.5	10,899	5.24	11,565	5.56	13,166	6.33	13,582	6.53
3.0	11,461	5.51	12,022	5.78	13,770	6.62	14,186	6.82
3.5	12,002	5.77	12,605	6.06	14,539	6.99	14,976	7.20
4.0	12,563	6.04	13,187	6.34	15,246	7.33	15,725	7.56
4.5	13,166	6.33	13,832	6.65	16,037	7.71	16,557	7.96
5.0	13,770	6.62	14,456	6.95	16,848	8.10	17,347	8.34
5.5	14,539	6.99	15,246	7.33	17,701	8.51	18,242	8.77
6.0	15,246	7.33	16,016	7.70	18,574	8.93	19,115	9.19
6.5	16,037	7.71	16,848	8.10	19,469	9.36	20,072	9.65
7.0	16,848	8.10	17,701	8.51	20,259	9.74	20,904	10.05
7.5	17,701	8.51	18,595	8.94	21,382	10.28	22,027	10.59
8.0	18,574	8.93	19,490	9.37	22,464	10.80	23,171	11.14
8.5	19,469	9.36	20,446	9.83	23,650	11.37	24,357	11.71
9.0	20,155	9.69	21,174	10.18	24,814	11.93	25,563	12.29
9.5	21,382	10.28	22,443	10.79	26,042	12.52	26,811	12.89
10.0	22,464	10.80	23,587	11.34	27,269	13.11	28,080	13.50
10.5	23,650	11.37	24,835	11.94	28,725	13.81	29,598	14.23
11.0	24,794	11.92	26,042	12.52	30,181	14.51	31,117	14.96
11.5	26,042	12.52	27,331	13.14	31,678	15.23	32,635	15.69
12.0	27,269	13.11	28,621	13.76	33,134	15.93	34,133	16.41
12.5	28,725	13.81	30,160	14.50	34,923	16.79	35,984	17.30
13.0	30,181	14.51	31,699	15.24	36,712	17.65	37,814	18.18
13.5	31,678	15.23	33,259	15.99	39,437	18.96	40,622	19.53
14.0	33,134	15.93	34,798	16.73	40,373	19.41	41,579	19.99
14.5	34,736	16.70	36,462	17.53	42,349	20.36	43,618	20.97
15.0	36,442	17.52	38,272	18.40	44,533	21.41	45,864	22.05
15.5	38,792	18.65	40,706	19.57	46,987	22.59	48,422	23.28
16.0	40,726	19.58	42,765	20.56	53,019	25.49	54,600	26.25

\* Range 0.0 is adjusted annually in January with other ranges assigned to seasonal position classifications.

\*\* Cost of living adjustments for employees in the incentive range are computed on maximum merit rate.

## EXHIBIT B

## REVISED SALARY RANGE TABLE

TABLE Z

NON-UNION ZOO SALARY RANGE TABLE

Salary Range Number	Beginning Salary Rate		Entry Merit Rate		Maximum Merit Rate		Maximum Incentive Rate**	
	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly
*0.0	7,176	3.45	7,535	3.62	8,734	4.19	14,144	6.80
0.5	8,653	4.16	9,085	4.36	10,670	5.13	10,982	5.28
1.0	9,863	4.74	10,357	4.98	11,898	5.72	12,256	5.90
1.5	10,308	4.95	10,823	5.20	12,472	5.99	12,845	5.90
2.0	10,754	5.17	11,292	5.42	13,044	6.27	13,435	6.46
2.5	11,326	5.45	11,893	5.71	13,681	6.58	14,091	6.77
3.0	11,898	5.72	12,494	6.00	14,317	6.88	14,746	7.09
3.5	12,472	5.99	13,095	6.29	14,010	7.25	15,533	7.47
4.0	13,044	6.27	13,696	6.58	15,843	7.62	16,319	7.84
4.5	13,681	6.58	14,364	6.90	16,672	8.01	17,171	8.26
5.0	14,317	6.88	15,631	7.22	17,499	8.41	18,022	8.67
5.5	15,080	7.25	15,834	7.61	18,389	8.84	18,941	9.11
6.0	15,843	7.62	16,636	8.00	19,279	9.27	19,858	9.54
6.5	16,672	8.01	17,504	8.41	20,234	9.73	20,841	10.02
7.0	17,499	8.41	18,373	8.84	21,061	10.12	21,693	10.43
7.5	18,389	8.84	19,308	9.29	22,207	10.68	22,872	11.00
8.0	19,279	9.27	20,243	9.74	23,352	11.22	24,054	11.57
8.5	20,234	9.73	21,246	10.22	24,561	11.81	25,298	12.17
9.0	20,953	10.07	22,114	10.64	25,770	12.39	26,542	12.77
9.5	22,207	10.68	23,316	11.21	27,043	13.00	27,853	13.39
10.0	23,352	11.22	24,519	11.79	28,315	13.61	29,164	14.02
10.5	24,561	11.81	25,789	12.40	29,842	14.35	30,737	14.78
11.0	25,759	12.38	27,058	13.01	31,369	15.08	32,310	15.54
11.5	27,043	13.00	28,394	13.65	32,896	15.81	33,883	16.29
12.0	28,315	13.61	29,730	14.30	34,423	16.55	35,456	17.05
12.5	29,842	14.35	31,334	15.07	36,269	17.44	37,357	17.97
13.0	31,369	15.08	32,938	15.84	38,113	18.33	39,256	18.87
13.5	32,896	15.81	34,541	16.61	40,977	19.70	42,206	20.29
14.0	34,423	16.55	36,375	17.38	41,931	20.16	43,189	20.77
14.5	36,077	17.34	37,881	18.21	43,967	21.14	45,287	21.77
15.0	37,860	18.20	39,752	19.11	46,258	22.23	47,646	22.91
15.5	40,277	19.37	42,291	20.33	48,803	23.47	50,268	24.17
16.0	42,307	20.34	44,429	21.36	55,099	26.49	56,742	27.28

\* Range 0.0 is adjusted annually in January with other ranges assigned to seasonal position classifications.

\*\* Cost of living adjustments for employees in the incentive range are computed on maximum merit rate.

CONSIDERATION OF RESOLUTION NO. 84-490 AMENDING  
THE PAY PLAN

---

Date: October 11, 1984

Presented by: Jennifer Sims

FACTUAL BACKGROUND AND ANALYSIS

Proposed Pay Plan Changes

The proposed Resolution amends the Pay Plan to do the following:

1. A new pay range (16.0) is added to both the downtown and non-union Zoo pay tables.
2. Both the Zoo and Solid Waste Director positions are placed at range 16.0.

Currently both positions are in the District's Classification Plan but they are excluded from the Pay Plan. Their salaries and some terms of employment are set by contract. Roger Pringle, consultant, recently conducted a brief study to determine the best approach to setting terms of employment for these positions. He recommends that compensation be set through the Pay Plan. Further, as indicated in his report (Attachment "A") Pringle recommends the placement of both jobs in a \$40,000 - \$50,000 pay range.

Resolution No. 84-490, attached, provides for the revision of two Pay Plan schedules -- Non-Union Zoo and Non-Union (Downtown Metro and Gatehouse sites). The latter schedule is proposed to include Salary Range 16.0 and the former to drop the 16.5 range and revise the 16.0 range to be approximately 4 percent higher than the Non-Union Metro Downtown schedule. In both cases the breadth of the 16.0 range is wider than the remaining portion of the schedule. This is proposed to accommodate Mr. Pringle's recommendation regarding the breadth of the salary range. Resolution No. 84-490 also provides for placing both positions in Range 16.0 based on an application of the factors developed in the recently adopted Pay and Classification Plans.

The Use of Employment Contracts

Terms and conditions of employment at Metro are set in the Personnel Rules, the Pay Plan, and the Classification Plan. In addition, the Council may authorize a position to have an employment contract. A contract may supersede portions of the previously mentioned documents where different terms are desired. For example,

compensation, notice requirements for termination by either party, outside work privileges and special benefits may be found in an employment contract.

Two years ago, such contracts were signed with the incumbent Zoo Director and the newly-hired Solid Waste Director. Compensation was set by contracts because desired salary levels exceeded the existing pay range.

Based on two year's experience and Pringle's analysis it appears that compensation should instead be set by the Pay Plan to achieve consistency in pay administration and internal pay equity.

A contract may still be useful and necessary in establishing other terms of employment. A comparison of the provisions of the Metro Personnel Rules with some of the terms from the Zoo and Solid Waste Director contracts is shown in Attachment "B."

#### EXECUTIVE OFFICER'S RECOMMENDATION


The Executive Officer recommends adoption of Resolution No. 84-490 which places the Zoo and Solid Waste Director positions at Salary Range 16.0 and amends the Salary Range Tables A and Z.

JS/gl  
2168C/392-2  
10/16/84

# THE PRINGLE COMPANY

6415 SW CANYON CT.  
PORTLAND, OR. 97221-1497  
(503) 297-1622

TO: Rick Gustafson  
Executive Officer  
Metropolitan Service District (Metro)

FROM: Roger L. Pringle   
The Pringle Company

DATE: August 1, 1984

-----

This report summarizes our findings and recommendations concerning compensation and related arrangements for the Zoo Director and the Director of Solid Waste, both senior management positions within Metropolitan Service District (Metro).

At Mr. Gustafson's direction, we have reviewed the following information:

- job descriptions for each position
- current employment contracts for each position
- available salary survey information for each position
- the job evaluation results for each position as prepared by Metro's personnel officer and the outside consultant who developed the job evaluation system

Our primary objectives in this review effort included development of recommended classification procedures and recommended salary range assignment for each position.

## CLASSIFICATION PROCEDURES

Regarding classification procedures, we believe it would be best to include these two senior management positions in the same administration system used for other senior management positions. This is advisable because of the important need for consistency in pay administration among families of jobs. Use of a common administration system will help to address the matter of internal pay equity. Moreover, the present contractual arrangements require

renegotiating and/or rewriting the contracts each time they expire, a potentially burdensome task.

Including these two positions in the existing Metro system at the salary levels we recommend in the following paragraphs will require extending the system. Extending the system means adding salary ranges, in this case at the upper end of the structure. In addition to adding ranges, we also recommend broadening the upper ranges (i.e., spread from minimum to maximum) to better accommodate the greater latitude for performance inherent in executive positions.

### SALARY RANGE ASSIGNMENTS

With regard to salary range assignments for the Zoo Director and Director of Solid Waste, we have concluded that placement of both jobs in a salary range of approximately \$40,000 to \$55,000 would be appropriate.

This recommendation is based on a combination of factors. First, we believe the two positions should be placed in the same range because their accountability for people and financial resources, and the general complexity of the positions when considered in total are generally comparable. The positions are different in that the Zoo position is externally oriented in terms of fund raising and public relations, while the Solid Waste position is more internally directed with heavy orientation to planning and technical issues. However, we do not believe these differences constitute differences in position value.

Finally, we reviewed available salary survey data for both positions. The survey data provided general indications of position value which we augmented with knowledge gained during the recruitment of the Director of Solid Waste. Total reliance on this survey data is not advisable because the comparability of positions is not completely determinable.

With the immediate prospect of having to recruit a new Zoo Director, starting salary is a matter of current interest to Metro management. We suggest that the starting salary be kept in the first two quartiles of the salary range if possible. However, if a heavily experienced person is selected, then a salary above the range midpoint could be offered. Strict rules which might impede the ability to hire the most qualified person within the salary range should be avoided.

ATTACHMENT "B"

Comparison of Personnel Rules  
and Some Contract Provisions

<u>Personnel Rules</u>	<u>Contract</u>
1. No policy on outside work	Teaching, consulting and other non-Metro connected business allowed
2. Fourteen days written notice of termination by either party	90 days written notice by either party
3. No severance pay provided	Three months severance pay provided if Metro terminates agreement
4. Eligible for merit pay (0%-8%) annually	No merit pay provided
5. No agreed term of employment	Minimum two years of employment with one year extensions thereafter

2168C/392