

# Montana State Library

Broadband Pay Policy – redline version 8/06/2021

## I. Mission and Pay Philosophy:

Montana state government strives to recruit and retain the best state employees to serve the citizens of the State of Montana. The mission of the Montana State Library (MSL) is to help all organizations, communities, and Montanans thrive through excellent library resources and services.

Our employees are essential to achieving our mission. The ability to attract and retain highly qualified, competent employees and to promote growth and professional development in a fiscally responsible manner is essential. Our pay policy helps us achieve our mission through the following pay objectives:

- *We strategically manage pay ~~rates and ranges~~ to support our recruitment and retention needs, while working within the confines of a limited budget.*
- *We strive to remain externally competitive by providing salary ~~ranges~~ that are competitive in the marketplace to attract and retain qualified employees vital to organization success.*
- *We support a respectful, diverse workplace where we consistently apply equitable pay practices.*
- *We provide the opportunity for future pay based on employee's individual work performance and development of job-related competencies.*

MSL ensures these pay objectives are achieved in a fiscally responsible manner.

## II. Scope

This policy applies to all ~~employees at the~~ Montana State Library (MSL) broadband employees. It does not apply to employees in the blue-collar plan, or any other position specifically excluded under §2-18-103 and -104, MCA. This plan is not a contract or an offer to contract between MSL and its employees.

MSL ~~will review~~ this pay policy at least every two years biennially and submit ~~its pay policy~~ for approval to the Department of Administration by no later than October 1<sup>st</sup> in odd-numbered years following the legislative session ~~to ensure it complies with state law and the approved budget.~~ MSL may change the policy and submit it for review and approval to the Montana State Library Commission and the Department of Administration at any time.

All references to pay rates and pay schedules throughout this document refer to base pay. State contributions to group benefits provided in §2-18-703, MCA, overtime, fringe benefits as defined in §39-2-903, MCA, and longevity allowance provided in §2-18-304, MCA, are excluded.

### III. Agency Pay Schedule

MSL's pay schedule is found in Appendix A, which is derived from the most current market analysis available from the Department of Administration. Appendix A is reviewed at least every two years taking into Our pay schedule may be revised as needed after considering: MSL's mission and strategic compensation practices, recruitment needs, retention issues, ability to pay, or other non-discriminatory reasons, using established HR metrics. changes to the State HR biennial market salary survey for existing occupations, agency business needs, internal pay relationships, and documented external market factors. Where it is deemed necessary, the State Librarian may recommend revisions to occupational pay ranges in consultation with members of DOA Human Resources. Recommended revisions to occupational pay ranges must be approved by Revised pay schedules will be submitted to the the Montana State Library Commission and State Human Resources for review, approval, and posting.

### IV. Establishing Base Pay

MSL managers establish base pay rates within the pay ranges listed in MSL's pay schedule (Appendix A) using the strategies contained in this section, except as provided in Section VII. – Pay Exceptions.

**A. General** – MSL management, in consultation with the human resources office, shall establish pay rates within the pay ranges listed in the agency's pay schedule (Appendix A) using strategies contained in this section, except as provided in Section VII – Pay Exceptions.

**B. Minimum Salary** – An employee's base pay may be no less than the minimum of the noted pay range for the employee's assigned occupation, except as provided in Section E. Training Assignment.

**C. Pay Above Maximum** – An employee's base pay may exceed the maximum of the pay range for reasons including, but not limited to:

- i. The employee received a statutorily required pay adjustment,
- ii. Pay protection as the result of a demotion, or
- iii. For documented, strategic reasons.

Employees whose pay exceeds the maximum of the pay range may have their pay frozen from further discretionary increases until the employee's pay rate falls within their assigned pay

range. Employees with pay rates above the maximum of the pay range must receive all statutorily required pay increases.

Any pay adjustment resulting in pay above the maximum of the occupational wage range set by the State Human Resources division must be reviewed and approved by the Office of Budget and Program Planning (OBPP) before the pay adjustment becomes effective.

**A.D.** **New Hires** – The hiring rate for a newly hired employee not serving under a training assignment (see Section E.C. - Training Assignment) is set by managers and the human resources office within the pay ranges contained in Appendix A considering: ~~When setting new hire rates, management and human resources consider:~~

- i. the employee’s relevant qualifications (experience, competencies, etc.) compared to the minimum qualifications of the position;
- ii. the MSL’s ability to pay, and
- iii. base-pay rates of existing employees in similar jobs with similar skill sets.

**B.E.** **Training Assignment** – Employees new to a job may be placed in a training assignment if they do not meet minimum qualifications. Pay for an employee in a training assignment may be set below the pay range listed in ~~a~~Appendix A. The training assignment will:

- i. Be documented,
- ii. Be signed by the employee, manager, and human resources staff,
- iii. Include the base-pay rate at the beginning of the training assignment, any pay increases allowed during the training assignment, and the base-pay rate at the end of the training assignment,
- iv. Provide the length of the training assignment (not to exceed one year),
- v. Describe the training, experience, and development goals that will be provided for successful completion of the assignment, and
- vi. Include performance-review requirements.

Training assignments may be extended for up to one additional year, at the agency’s discretion, if the employee has not successfully completed the training assignment by the prescribed length of time. Upon completion of the training assignment, the employee is paid at least the minimum of the pay range for the employee’s job code listed in Appendix A.

**F.** **Supervisory or Lead-Work Pay** - An employee ~~who is in a non-supervisory classification~~ may be eligible for ~~additional a~~ pay increase when performing supervisory or lead-work duties ~~if MSL tracks supervisory pay for our employees. The number of employees led or supervised and the level of supervisory or lead work is considered when determining additional pay. Pay may be adjusted up to:~~

- i. An employee occupying a position in a non-supervisory classification performs supervisory duties, or

iii. An employee who is performing supervisor duties is classified in the same occupation as their subordinates.

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~~iv. 5% for lead worker duties, or~~

~~v. 10% for supervisory duties.~~

~~Lead Worker is defined as a position that performs work of the same or comparable nature as the employee supervised; reports to a higher level supervisor on the performance of workers; review the work of subordinates; demonstrates work methods; coordinates the workload; resolves problems; ensures work is appropriately distributed; and makes certain procedures are followed.~~

~~Supervisor is defined as a position that recommends hiring, discharge, and promotion; evaluates training needs; provides discipline; approves leave and work schedules; determines the performance appraisal criteria of subordinates; evaluates and delivers performance appraisals.~~

~~When determining this additional pay, the agency must consider the level of supervisory duties performed and internal equity. The employee's pay rate may be adjusted up to 5% above the average pay rate of the employees being supervised.~~

~~If lead or supervisory duties end, any pay added to an the employee's base rate for supervisory duties or lead work also ends, effective the first day of the pay period after the elimination of lead or supervisor duties may be reduced back to their previous level, considering any pay adjustments that would have occurred absent the supervisory assignment.~~

G. Promotion – A promoted employee may receive a pay increase when advancing to a higher-level job. The employee's manager, human resource office, and the State Librarian establishes a promoted employee's pay must be within the agency's pay schedule (Appendix A) for the job code by considering:

i. The employee's job-related qualifications and competencies;

ii. The agency's ability to pay, and

iii. Comparison to employees in similar jobs who have similar qualifications and competencies.

H. Demotion – Demotions may occur for reasons including, but not limited to, inability to perform the duties of a position, voluntarily assuming a lower-level position, or as the result of disciplinary action. A demoted employee's pay must be within the agency's pay schedule (Appendix A) for the job code considering:

i. The employee's job-related qualifications and competencies related to the new position, and

- ii. Comparison to employees in similar jobs who have similar qualifications and competencies.

An involuntarily demoted employee's pay may be protected for up to 90 days at the discretion of the. ~~The employee's salary may be pay protected with the State Librarian's approval. Pay protection may also be ended after a predetermined specified time, typically 90 days.~~ At the end of the pay protection, the demoted employee's pay is established within the pay range for the job code listed in Appendix A. ~~Managers and human resources consider the employee's job-related qualifications and the base pay rates of similarly situated employees in similar jobs when setting the demoted employee's pay.~~ Demoted employees receive statutorily required pay increases.

~~C.A. Promotion~~ A promoted employee may receive a pay increase when advancing to a higher level job. The employee's manager, human resource office, and the State Librarian establishes a promoted employee's pay within the agency's schedule for the job code by considering:

- ~~vi.i. The employee's job related qualifications and competencies;~~
- ~~vii.i. The agency's ability to pay, and~~
- ~~viii.i. Comparison to employees in similar jobs who have similar qualifications and competencies.~~

~~D.I. Reclassification~~ – Pay for employees reclassified into a new occupation and level is set within our agency's pay schedule for ~~that the newly established~~ job code, effective the first day of the pay period following the completion of in which the reclassification request ~~was received in our central service office. We consider t~~The pay of similarly situated employees in similar jobs will be considered when establishing reclassification pay rates when setting a reclassified employee's pay. If an employee's classification is changed as the result of a classification appeal filed under the rules of the Board of Personnel Appeals, ARM 24.26.501 et seq., the base pay is ~~set no lower than the minimum salary of our agency's pay schedule for the position's new classification.~~

## v. Pay Adjustments

When fiscally able, MSL may award pay adjustments to our employees. Pay increases are not guaranteed. ~~Requests for pay increases above the occupational wage range must be reviewed and approved as required in Section VII. – Pay Exceptions.~~ The following pay adjustments may be provided contingent on review and approval by the manager, central service human resources office, and the State Librarian.

A. Market Adjustment – Employees in highly skilled or high-demand occupations may receive a pay adjustment to allow our agency to remain competitive with the external labor market.

The central service office monitors applicant pool size, turnover statistics, and length-of-service measurements to identify the success of this strategy.

**As funding allows, MSL has a goal to progress employees to a target mid-point ratios based on table 1.**

The MSL will track employee “target mid-point ratios” (the targeted percent of mid-point based on competency assessment) for employees, and will use these target mid-point ratios (TMRs) as guidelines for progressing employee pay to the mid-point rate (Appendix A) for their occupational pay range and for awarding employee base pay progression within available funding. For example, if the agency does not have adequate funding to pay all employees at their TMR, the agency will adjust employee pay as close to their TMR as possible, on a prorated basis.

TMRs can be used as guidelines for moving employee pay toward MSL Pay Schedule Mid-Point. TMRs can be advanced based on years of experience in the occupation or performance and competency assessments. Depending on the employee’s overall competency and performance assessment, the manager may recommend a TMR increment increase (Table 1). The agency will then progress employee pay toward this TMR within available funding.

**Table 1: Target MSL pay schedule Mid-Point Ratios Increments – Years of Experience**

Band	Entry	TMR Increments (based on years of experience in the occupation)									
		1	2	3	4	5	6	7	8	9	10
2	0.8	0.829	0.857	0.886	0.914	0.943	0.971	1.000	*	*	*
3	0.8	0.829	0.857	0.886	0.914	0.943	0.971	1.000	*	*	*
4	0.8	0.825	0.850	0.875	0.900	0.925	0.950	0.975	1.000	*	*
5	0.8	0.825	0.850	0.875	0.900	0.925	0.950	0.975	1.000	*	*
6	0.8	0.822	0.844	0.867	0.889	0.911	0.933	0.956	0.978	1.000	*
7	0.8	0.822	0.844	0.867	0.889	0.911	0.933	0.956	0.978	1.000	*
8	0.8	0.820	0.840	0.860	0.880	0.900	0.920	0.940	0.960	0.980	1.000

**A.B.** Retention – Our agency may award a pay increase to retain business-critical employees. A retention pay increase must consider documented work performance, competency to perform business-critical functions, and the agency’s ability to pay. at its discretion to employees in critical or hard-to-fill jobs or jobs with high turnover to encourage employees remain in their jobs. Before awarding a retention increase for employees in critical jobs, the central services office identifies key jobs and employees with unique skill sets critical to the success of the agency’s mission.

Before awarding a retention increase for ~~employees in critical jobs, hard-to-fill jobs or jobs with high turnover,~~ the ~~human resources and~~ Central Service Office shall analyze ~~our MSL's the existing~~ workforce to determine ~~pay equity considerations for if other~~ similarly situated employees ~~should also receive pay increases.~~ Additional pay increases may be awarded to prevent pay inequity between similarly high-performing and competent employees in similar positions. ~~MSL will work with the State Human Resources Division and use their tools to determine the success of this retention strategy.~~

~~B. Move to Entry of the Range — Due to fiscal constraints, ranges in our agency's pay schedule are below the department's occupational wage ranges. At its discretion, employees whose pay is below the occupational wage range for the position may receive an increase to the entry (minimum) of an occupational wage range upon review of the agency's finances after considering the agency's strategic workforce needs.~~

~~C.A. Market Adjustment — Employees in highly skilled or high demand occupations may receive a pay adjustment to allow our agency to remain competitive with the external labor market. The central service office monitors applicant pool size, turnover statistics, and length of service measurements to identify the success of this strategy.~~

~~As funding allows, MSL has a goal to progress employees to a target mid-point ratios based on table 1:~~

The MSL will track employee "target mid-point ratios" (the targeted percent of mid-point based on competency assessment) for employees, and will use these target mid-point ratios (TMRs) as guidelines for progressing employee pay to the mid-point rate (Appendix A) for their occupational pay range and for awarding employee base pay progression within available funding. For example, if the agency does not have adequate funding to pay all employees at their TMR, the agency will adjust employee pay as close to their TMR as possible, on a prorated basis.

TMRs can be used as guidelines for moving employee pay toward MSL Pay Schedule Mid Point. TMRs can be advanced based on years of experience in the occupation or performance and competency assessments. Depending on the employee's overall competency and performance assessment, the manager may recommend a TMR increment increase (table 1). The agency will then progress employee pay toward this TMR within available funding.

~~Table 1: Target MSL pay schedule Mid-Point Ratios Increments — Years of Experience~~

		TMR Increments (based on years of experience in the occupation)									
Band	Entry	1	2	3	4	5	6	7	8	9	10

3	0.8	0.829	0.857	0.886	0.914	0.943	0.971	1.000	*	*	*
4	0.8	0.825	0.850	0.875	0.900	0.925	0.950	0.975	1.000	*	*
5	0.8	0.825	0.850	0.875	0.900	0.925	0.950	0.975	1.000	*	*
6	0.8	0.822	0.844	0.867	0.889	0.911	0.933	0.956	0.978	1.000	*
7	0.8	0.822	0.844	0.867	0.889	0.911	0.933	0.956	0.978	1.000	*
8	0.8	0.820	0.840	0.860	0.880	0.900	0.920	0.940	0.960	0.980	1.000

**C. Temporary Duties Assignment** – An employee’s base pay may be adjusted to a different pay rate or range due to a temporary assignment. Temporary assignments can be no longer than two years. The agency may alternatively provide lump-sum amounts to the employee during the temporary assignment. Upon returning to the employee’s regular assignment, the employee’s pay is set as if the employee was not temporarily reassigned ~~and~~ includes considering any pay adjustments that would have occurred absent the temporary assignment.

**D. Differential** – An employee’s pay may be increased, or a lump sum awarded based on atypical situations or working conditions. The agency may use differential pay to address recruitment or retention issues related to certain requirements of the position such as extensive travel or unusual work hours. Differential pay adjustments must be discontinued when the employee is no longer working under the qualifying situation or condition.

**VI. Lump Sum Payments**

**A. Results Pay** – At the discretion of the State Librarian and the Montana State Library Commission, individual employees or work teams may receive a lump sum payment based on work accomplishments, such as the attainment of agency objectives, completion or implementation of special projects, or in acknowledgement of the agency’s overall achievement of goals and mission. Payments will be subject to available funding in the personnel services budget. Employee must be employed by MSL for six months in order to qualify for a lump sum payment.

**VII. Pay Exceptions**

An employee’s pay rate may be set or adjusted differently than the range in the agency’s pay schedule for the agency’s strategic needs. Our agency does not guarantee employees will receive different pay based on this section. Reasons we may set or adjust pay differently than the schedule’s range include, but are not limited to:

- Pay protection associated with a demotion, as described in Section IV, ~~HE~~ - Demotions,
- Attracting or retaining specific skill sets in support of critical agency operations,
- The employee performs a unique, hybrid job,
- Statutorily required increases,
- As the result of a signed agreement approved by the State Librarian.



An employee's base pay rate may only be adjusted above the maximum of the employee's occupational wage range at the review and approval of the State Librarian, the human resources office, and the Office of Budget and Program Planning (OBPP) using the form and procedures established by the OBPP.

~~We compare the pay rate to existing employees in similar positions with similar performance and qualifications in our agency. The pay amount will additionally be:~~

- ~~ix. Recorded in an electronic or paper file,~~
- ~~x. Reported to the Legislative Finance committee, and~~
- ~~xi. Produced upon request by an auditor.~~

#### VIII. Pay Adjustment Approvals

Pay adjustments are approved by the State Librarian or designee, the human resources generalist and the central services manager.

Pay adjustments are effective the first day of the pay period in which the adjustment is approved. Retroactive effective dates must be approved by the human resources generalist.

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#### VII.X. Recordkeeping

Employee pay is public information. An employee, manager, auditor, or the public may request information about an employee's pay rate and can be provided with our documentation about an employee's pay adjustments.

All pay documentation is maintained in a written or electronic record at the Central Service human resources office. Our agency maintains an electronic copy of a new employee's starting pay-offer letter with the employee's recruitment personnel file. Examples of our pay-adjustment documentation are included in the Action Reason Code guide produced by State Human Resources division.

#### VII.X. References

- Agency Pay Schedule (Addendum-Appendix A)
- Agency Pay-Adjustment Form
- Action-Reason Code Guide

## Signatures

Agency Approval:

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(signature and date)

Department of Administration Approval

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(signature and date)