



# LANE COUNTY

HUMAN RESOURCES DEPARTMENT / 125 East 8th Ave. / Eugene, OR 97401  
Phone: (541) 682-3665/ Fax: (541) 682-4290

W.G.A.

## AGENDA COVER MEMO

Memorandum Date: April 16, 2008  
Order Date: May 7, 2008

---

**TO:** Board of County Commissioners

**DEPARTMENT:** Human Resources

**PRESENTED BY:** Jan Wilbur, Personnel Services Manager  
Cindy Tofflemoyer, Sr. Human Resources Analyst

**AGENDA ITEM TITLE:** IN THE MATTER OF COMPLETING ASSIGNMENT OF ALL PHYSICIAN-BASED CLASSIFICATIONS TO THE NON-REPRESENTED CLASSIFICATION AND COMPENSATION PLANS, AND ADOPTING THE AMENDED FRINGE BENEFITS PACKAGE FOR PHYSICIAN-BASED CLASSIFICATIONS.

---

### I. MOTION

MOVE APPROVAL OF ORDER 08 -- \_\_\_\_\_ IN THE MATTER OF COMPLETING ASSIGNMENT OF ALL PHYSICIAN-BASED CLASSIFICATIONS TO THE NON-REPRESENTED CLASSIFICATION AND COMPENSATION PLANS, AND ADOPTING THE AMENDED FRINGE BENEFITS PACKAGE FOR PHYSICIAN-BASED CLASSIFICATIONS.

### II. AGENDA ITEM SUMMARY

The Board is being asked to adjust the total compensation for the Mental Health Medical Officer, the Psychiatrist, the Community Health Center Medical Officer, the Public Health Officer, and the Physician positions to equitable and competitive levels in order to recruit and retain qualified staff.

The Board is also being asked to approve placing the Physician, Psychiatrist, and Public Health Officer on to the non-represented classification and compensation plans and changing the classification title of the Public Health Officer to Program Manager.

### III. BACKGROUND/IMPLICATIONS OF ACTION

#### A. Board Action and Other History

In October 2003, in conjunction with the opening of the Federally Qualified Health Center (FQHC), Board Order 3-10-1-12 established the Community Health Center Medical Officer classification at salary Grade 63 (\$85,113-\$117,811) and Board Order 3-10-15-14 established the Physician classification salary at Grade 59 (\$77,212.80-\$104,062.40). When the two new classifications were presented to the Board, concern was expressed whether we might have difficulty recruiting the new classifications at the proposed salary ranges. We knew that at some point in the future all of the physician-based classifications would need to be looked at as a group.

In March 2005, Board Order 5-3-9-17 adjusted the salary ranges and adopted the compensation packages for the Mental Health Medical Officer, Psychiatrist, Community Health Center Medical Officer, Public Health Officer, and Physician classifications. Human Resources recommended that the compensation all of the physician-based classifications be adjusted in an attempt to address both recruitment and retention concerns at that time. It was recommended at the time that this be accomplished with a combination of a base wage adjustment, deferred compensation or tuition reimbursement, and additional fringe benefits. The following salary levels were approved by the Board at that time:

**Mental Health Med Officer-** (\$119,704-\$165,714)

**Psychiatrist-** (\$103,189-\$142,854)

**Community Health Center Medical Director-** (\$100,672-\$139,381)

**Public Health Officer-** (\$98,238-\$135,990)

**Physician-** (\$88,982-\$123,178)

In addition, per the same Board Order all physician-based classifications received:

- An additional 2% to deferred comp for the Physician and Public Health Officer and an additional 4% to deferred comp for the Mental Health Medical Officer, Psychiatrist and Community Health Center Medical Director beyond what non-representatives get currently, or the option of equivalent tuition reimbursement for unpaid qualifying educational loans obtained for education leading to their degree and board certification, as applicable.
- \$1,500 per physician for continuing education, and furnishing up to 40 hours paid for this time.
- Licensure fees
- Up to two (2) relevant association memberships paid.

- Increased Time Management (TM) sale from 80 to 100 hours per calendar year.
- Bilingual pay differential 3% if required for position and if the employee's language skills meet the County's bilingual standards.
- TM bank of 40 hours upon hire (pro-rated for part-time).

## **B. Policy Issues**

Lane Manual 2.220 (3)(a) states that "the compensation plan for County personnel shall provide reasonably competitive ranges of pay for each classification of employment" and that "the Board may make adjustments in a salary range or ranges as necessary to attract and hold competent personnel and to provide equity between the various classifications."

Under the Charter, the Lane Code (2.260-2.265) and Lane Manual (2.235), the Board sets the classification and compensation plans for the County. Chapter 3, Section 20 of the APM addresses the process of performing a review or audit of positions, generally on an individual basis. If the Board of County Commissioners approves the proposed plans, employees in the affected position will be reclassified to the new classification and placed on the new salary ranges.

This past July, the County Administrator signed a revised version of Section 16 of APM Chapter 3 which allows for the Board to stipulate how placement on the new salary ranges occurs in order to address financial concerns.

## **C. Board Goals**

The mission of Lane County is to provide high quality government services in a fair, open and economical manner to best meet the needs and expectations of our citizens and guests. The Lane County Strategic Plan clearly addresses the need for the Human Resources department to direct and coordinate the overall planning effort to identify actions to assure that workforce capabilities meet future needs, and to aim for a flexible classification and compensation system so that the system supports and does not inhibit excellent performance in the delivery of County services.

The County's Strategic Plan outlines specific objectives for our personnel programs, which include our classification and compensation plans. Section B3 of the Strategic Plan goes on to describe the requirements of the Human Resources Plan, stating that it should assess both current and future workforce needs and capabilities, identify actions to assure that workforce capabilities meet future needs.

Section 28 (4) of the Lane County Charter requires that "the Board of County

Commissioners shall maintain a system of personnel administration, including appeal procedures, in which each person in that service shall receive equitable compensation fixed on the basis of

- (i) competence in the position with the county,
- (ii) record of service there and elsewhere,
- (iii) the range of compensation paid others by public and private employers for comparable service
- (iv) the county's financial condition and policies, and
- (v) other factors relevant to the determination of what is fair compensation for the individual."

In addition, Lane Manual Section 2.235, Rule IV-3(a) states that "the compensation plan for County personnel shall provide reasonably competitive ranges of pay for each classification of employment. The Board may make adjustments in a salary range or ranges as necessary to attract and hold competent personnel and to provide equity between the various classifications. Such salary range adjustments are to be distinguished from merit increases in that they are not intended to give recognition to length or quality of service but are to be based solely on prevailing rates of pay in private business and other public jurisdictions in our market area for positions comparable to the various classes of work in the County service."

The classifications and compensation grades (Attachment A) and the fringe benefit package (Attachment B) for the positions referenced in the motion meet the above policy goals. Attachment C reflects all non-represented classifications and their DBM (Decision Band Method) grade assignments with the proposed changes in bold face type.

Having a competitive compensation range and package that will attract and retain qualified physician-based positions in County positions is within the scope of the Board's goal to ensure the provision of basic social support in the areas of health care, disease prevention, protection, poverty, reduction and independent living. Amending these classification compensation ranges are also within the spirit of the following areas of the strategic plan:

**D. Financial and/or Resource Considerations**

The changes discussed, if implemented according to this proposal, will result in \$53,378 and will be covered out of revenue generated through clinical care fees and grants. The physician-based positions in Lane County are historically difficult to fill. Currently there are a total of seven (7) employees in these physician-based classifications.

## **E. Analysis**

Over the last two years we have recruited for physician-based classifications six (6) times. In 2006 one Physician recruitment was cancelled and another one for the Community Health Center Medical Officer was successful after a four (4) month recruitment. There were only two applicants for both of these posting. In 2007 we recruited three (3) times and the postings were open from two and a half months (2.5) to ten (10) months. The number of applicants per posting ranged from one (1) to six (6). These recruitments are in the interview stages at this time. H&HS will soon be recruiting for two (2) more vacant Physician positions. At this time we are finalizing the hire of Mental Health's "key" position, the Mental Health Medical Officer, (the highest compensated position in the county) and a part time Psychiatrist.

It continues to be difficult to attract physicians with our current salary plan and hiring package when competing with outside provider agencies. To attract these types of key positions in health care, organizations increasingly have had to utilize creative mechanisms for recruitment and retention of physician-based positions. Fox Lawson & Associates completed a survey for physician-based positions in 2007 which demonstrated that our salary range for these positions continues to be under market. For example, it showed our Psychiatrist position being under market by approximately 24% at the minimum and 19% under at the maximum salary rate.

HR believes that the recommended adjustments as listed in Attachment A and Attachment B are necessary to address the county's recruitment and retention issues as well as benefit the community in providing quality medical staffing. The adoption of the non-represented compensation model for all our physician based classifications provides market based salaries and the opportunity to address market factors as necessary in the future. Physician-based recruiting and retention continues to be a very competitive market and indications are that the nation wide demand for these classifications in health organizations will only increase.

## **F. Alternatives/Options**

1. Adopt the proposed classification, compensation grades and fringe benefit package immediately to the non-represented salary range adjustments as presented for physician-based positions. All affected physicians will be placed on the new salary grades and will be moved to the closest step that provides at least a 5% increase on the new plan, and the incumbents' merit dates be reset to the effective date of the Board Order.

Advantages: Places additional non-represented employees on the non-represented classification and compensation plan which allows us

to have one consistent methodology for non-represented employees and allows us an immediate means to address upcoming key recruitment needs.

Disadvantages: Staff is not able to identify any at this time.

2. Reject the motion

#### **IV. TIMING/IMPLEMENTATION**

Human Resources recommends the immediate implementation of these changes to the physician-based classification and compensation be effective the first day of the pay period following the Board Order approval.

#### **V. RECOMMENDATION**

Human Resources recommends approval of the motion.

#### **VI. FOLLOW-UP**

If the Board approves the motion and adopts the proposed classification and compensation adjustments and the fringe benefit package adjustments as presented, Human Resources staff will update our DBM non-represented plans and prepare to recruit for upcoming physician based recruitments.

#### **VII. ATTACHMENTS**

Attachment A-Physician Based Salary Summary  
Attachment B-Physician Based Fringe Benefits Summary  
Attachment C-Non-Represented Classification Plan Summary

Attachment A-Physician Based Salary Summary											
Working Title	Classification	DBM Rating	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Physician	Physician	C63									
	Hourly		\$45.51	\$48.36	\$51.20	\$54.05	\$56.89	\$59.74	\$62.58	\$65.43	\$68.27
	Annual		\$94,661	\$100,589	\$106,496	\$112,424	\$118,331	\$124,259	\$130,166	\$136,094	\$142,002
	Program Mgr.	D82									
Public Health Officer	Hourly		\$50.04	\$53.17	\$56.30	\$59.43	\$62.55	\$65.68	\$68.81	\$71.94	\$75.06
	Annual		\$104,083	\$110,594	\$117,104	\$123,614	\$130,104	\$136,614	\$143,125	\$149,635	\$156,125
	Manager	D83									
CommHltMedOfc	Hourly		\$52.34	\$55.16	\$58.88	\$62.16	\$65.43	\$68.70	\$71.97	\$75.24	\$78.51
	Annual		\$108,867	\$115,669	\$122,470	\$129,293	\$136,094	\$142,896	\$149,698	\$156,499	\$163,301
	Psychiatrist	C65									
Psychiatrist	Hourly		\$55.78	\$59.27	\$62.75	\$66.24	\$69.73	\$73.21	\$76.70	\$80.19	\$83.67
	Annual		\$116,022	\$123,282	\$130,520	\$137,779	\$145,038	\$152,277	\$159,536	\$166,795	\$174,034
	Manager	D85									
IMH Med Ofc	Hourly		\$64.15	\$68.16	\$72.17	\$76.18	\$80.19	\$84.19	\$88.20	\$92.21	\$96.22
	Annual		\$133,432	\$141,773	\$150,114	\$158,454	\$166,795	\$175,115	\$183,456	\$191,797	\$200,138

## Attachment B-Physician Based Fringe Benefits Summary

- \$1,500 per physician for continuing education, and furnishing up to 40 hours paid for this time.
- Licensure fees
- Up to two (2) relevant association memberships paid.
- Bilingual pay differential 3% if required for position and if the employee's language skills meet the County's bilingual standards.
- Time Management bank of 40 hours upon hire (pro-rated for part-time).



# Non-Represented Classification Plan Summary

with

## DBM Pay Grade Ratings

*(Phase Three Additions/Changes in Bold Italics)*

<b>BAND F</b>	
<p><b>Band F:</b> These are decisions that determine the scope, the direction, and the overall goals of the whole organization. They are subject to few constraints other than those imposed by law and/or economic conditions, and they take into consideration all the major divisions or departments, the limits of funds available to each, and the scope of their programs. Band F decisions are the kind typically made by a Board or the County Administrator.</p>	
<b>Not applicable: None of the affected classifications fall in this band</b>	

<b>BAND E</b>	<b>Possible DBM Ratings</b>
<p>Band E decisions deal with the means of achieving the goals established at Band F. These decisions are concerned with formulating or adjusting programs for the major functions/divisions/departments, and allocating resources (facilities, people, money, materials) among these groups. Positions at this level tend to be executives that head up major functions, such as the Department Heads.</p>	PE92/E85 E91/E84 E83 E82 E81
<b>Classification Title:</b>	<b>Assigned DBM Rating:</b>
Department Director	E82-E85
Assistant Department Director	E81-E83

<b>BAND D</b>	<b>Possible DBM Ratings</b>
<p>Decisions in Band D require the incumbents to interpret and carry out the programs or objectives developed at Band E. These decisions specify what is to be done in lower Bands, and how the resources allocated by Band E are to be deployed. Band D decisions are typically made by either department heads heading up minor functions or upper managers in various functions.</p>	<b>Possible:</b> D72/D65 D71/D64 D63 D62 D61
<b>Band D Classification Titles:</b>	<b>Assigned DBM Rating:</b>
Senior Manager	D71/D64; D62,D63,D65
Manager	D61,D63, D64,D65, <b>D84,D85</b>
Program Manager	D61, D62, <b>D83</b>
Assistant County Counsel 4	D63

# Non-Represented Classification Plan Summary

with

## DBM Pay Grade Ratings

*(Phase Three Additions/Changes in Bold Italics)*

<b>Band C</b>	<b>Possible DBM Ratings:</b>
Decisions in Band C involve determining the means or process of achieving the objectives, standards, or guidelines established by Band D decisions. They are subject to the limits imposed by the available technology and resources and to the constraints set by Band D. Selecting the process is a decision that must precede carrying out the operations that make up the process. A process decision specifies what is to be done at Band B. These are typically decisions made by managers, supervisors, professionals and/or senior technical specialist positions. These jobs are typically Exempt from the Fair Labor Standards Act (FLSA).	<b>C65</b> <b>C63</b> C52/C45 C51/C44 C43 C42 C41
<b>Band C Classification Titles:</b>	<b>Assigned DBM Rating:</b>
Professional/Technical Supervisor	C41, C42, C43, C51/C44 C52/C45
Program Supervisor	C41, C42, C51/C44
Lieutenant	C52*
Sergeant	C42
Public Safety Administrative Supervisor	C41
Assistant County Counsel 1	C43
Assistant County Counsel 2	C44
Assistant County Counsel 3	C45
Lead System Programmer	C43
Senior Management Analyst	C42, C43
Management Analyst	C41
Maintenance/Trades Supervisor	B31/C41

# Non-Represented Classification Plan Summary

with

## DBM Pay Grade Ratings

*(Phase Three Additions/Changes in Bold Italics)*

<b>Band B</b>	<b>Possible DBM Ratings:</b>
<p><b>Band B:</b> These decisions focus on how to carry out the operations of the process specified by a Band C decision. There is, within the limits set by the specific process, a choice as to how and when the operations are carried out, but not as to what operations constitute the process. Band B decisions are typically made by skilled personnel and paraprofessional positions. These jobs are typically Non-Exempt from the Fair Labor Standards Act (FLSA). Supervisory jobs in Band B may qualify as Exempt under the FLSA Executive Exemption Test.</p>	<p><b>Possible:</b> B32/B25 B31/B24 B23 B22 B21</p>
<p><b>Band B Classification Titles:</b></p>	<b>DBM Rating:</b>
Administrative Support Supervisor	B31
Administrative Support Specialist	B22
Administrative Support Assistant	B21
County Counsel Paralegal	B21
Senior County Counsel Legal Secretary	B22
Senior Program Specialist	B23
Program Specialist	B22
Investigator	B25
Deputy Medical Examiner	B23
<b>Band A</b>	<b>Possible DBM Ratings:</b>
<p><b>Band A:</b> Band A decisions are confined to the manner and speed of performing the elements of an operation. There is, within the limits set by the prescribed operation, a choice as to how the elements are performed, but not as to what elements constitute the operation. This group consists of entry level and semi-skilled positions.</p>	<p><b>Possible:</b> A14 A13 A12 A11</p>
<p><b>Band A Classification Titles:</b></p>	<b>DBM Rating:</b>
Administrative Support Technician	A14
County Counsel Legal Secretary	A14
Office Support Assistant	A12

**IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON**

**ORDER 08-**

- ) **IN THE MATTER OF COMPLETING**
- ) **ASSIGNMENT OF ALL PHYSICIAN-**
- ) **BASED CLASSIFICATIONS TO THE**
- ) **NON-REPRESENTED**
- ) **CLASSIFICATION AND**
- ) **COMPENSATION PLANS, AND**
- ) **ADOPTING THE AMENDED FRINGE**
- ) **BENEFITS PACKAGE FOR**
- ) **PHYSICIAN-BASED**
- ) **CLASSIFICATIONS.**

**WHEREAS**, Human Resources has completed an analysis of all of the Lane County physician-based classifications

**WHEREAS**, it is the intent of Lane County to properly classify positions with regard to duties and compensation; and

**WHEREAS**, changes to the classification and compensation plans require board approval; now, therefore,

**IT IS HEREBY RESOLVED AND ORDERED**, that, that the new classifications, adjusted salary ranges and fringe benefits package be as follows:

<u>Mental Health Med Officer</u>	<b>Grade D85 (Manager) (\$133,432-\$200,138)</b>
<u>Psychiatrist</u>	<b>Grade C65 (\$116,022-\$174,034)</b>
<u>Comm Health Cntr. Med Director</u>	<b>Grade D83 (Manager) (\$108,867-\$163,301)</b>
<u>Public Health Officer</u>	<b>Grade D82 (Program Manager) (\$104,083-\$156,125)</b>
<u>Physician</u>	<b>Grade C63 (\$94,661-\$142,0028)</b>

The following offered additionally to our physician classifications:

\$1,500 per physician for continuing education, and furnishing up to 40 hours paid for this time.

Licensure fees

Up to two (2) relevant association memberships paid.

Bilingual pay differential 3% if required for position and if the employee's language skills meet the County's bilingual standards.

Time Management bank of 40 hours upon hire (pro-rated for part-time

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2008.

\_\_\_\_\_  
Faye Stewart, Chair  
Board of County Commissioners

OFFICE OF LEGAL COUNSEL  
Date \_\_\_\_\_  
APPROVED AS TO FORM

APPROVED AS TO FORM  
Date 4/24/08  
[Signature]  
OFFICE OF LEGAL COUNSEL