

OBJECTIVE

To provide wage and pay policy and guidance designed to provide competitive pay for the purpose of recruiting and retaining Aviation Authority personnel. This policy applies to all Aviation Authority employees except for the Senior Executive group and as otherwise provided in a collective bargaining agreement, which shall prevail.

Senior Executives should refer to Policy 110.05, Appointed Position Wage Plan.

**METHOD OF
OPERATION**

Definitions

ARFF. Aircraft Rescue and Firefighting

FLSA. Fair Labor Standards Act

Regular Employee. An employee who has successfully completed the probationary period of employment and now holds a Regular Position. A Regular Employee may be classified as full-time (normally scheduled to work 40 hours per week) or part-time (normally scheduled to work less than 40 hours per week).

Exempt Position. A classification deemed exempt from overtime provisions in the FLSA. Also referred to as “salaried”.

Probationary Employee. An employee assigned to a full-time or part-time position who has not completed the established probationary period of employment with the Aviation Authority specified for their particular position.

Intern/Co-Op Employee. An advanced student in a professional field gaining supervised practical experience through employment by the Aviation Authority, employed part-time or full-time for a temporary period of time.

Temporary Employee. An employee who is hired to work for a specified length of time within a fiscal year. Need beyond the current fiscal year will require reassessment and approval.

Senior Executive. Appointed position above Vice President level of the department.

Demotion. Normally, the movement of an employee from a current position to another position in a pay level with a lower minimum.

Promotion. Normally, the movement of an employee from a current position to another position in a pay level with a higher minimum.

Lateral Transfer. Normally, the movement of an employee from a current position to another position in a pay level with the same minimum.

Regular Position. A position in the Aviation Authority's classification plan that is funded annually by the Aviation Authority. See Policy 202.01, Classification Plan.

General Increase. A pay increase awarded to all eligible employees not based on job performance.

Currently Market Sensitive. A classification that: 1) requires specialized skill and/or training unique to that classification or a group of classifications and that defined skill and/or training has been determined to be in a very limited supply in the labor market from which the Aviation Authority usually recruits for such classification; and 2) requires that a change be made to the pay range to enable the Aviation Authority to remain competitive in its labor market for that classification.

**Description of
Plan**

The Pay Plan is a system by which Aviation Authority positions are assigned to a pay range, within the appropriate salary schedule, and FLSA designation based on the job duties and responsibilities, the level of work required, minimum qualifications for the position, and the job value to the Aviation Authority. The Pay Plan will address internal equity, with similar jobs consistently classified into comparable pay ranges. Market competitiveness of pay ranges will be achieved through comparison of appropriate market pay data and analysis of labor trends.

**Administration
of Plan**

The Vice President of Human Resources is responsible for the administration of the Pay Plan. The plan is reviewed as needed.

The Vice President of Human Resources is responsible for:

Adjusting pay rates to correct demonstrated inequities with concurrence from the Senior Executive and the Chief Executive Officer. Funding will be confirmed by Human Resources with the Finance Department.

- Evaluating, revising, and updating changes in pay structures that affect the wage and salary system of positions, based on the appropriate job market and labor trends.
- Recommending changes in the pay structures to the Chief Executive Officer for Aviation Authority Board consideration.

The Chief Executive Officer may authorize the Vice President of Human Resources to undertake a study to determine if a classification should be defined as Currently Market Sensitive due to urgency of need, length of recruitment, shortage of qualified candidates, available recruiting sources, etc. Upon determination that a classification should be defined as Currently Market Sensitive, the Vice President of Human Resources will recommend to the Chief Executive Officer a market pay range (temporary or permanent) to cover the affected classification and a starting pay rate for new hires in the affected classification that will enable the Aviation Authority to remain competitive in its labor market for that classification. Incumbent pay rates in the affected classification may be reviewed for internal equity but not necessarily increased.

Salary increases for current employees may be accomplished by General Increase, adjustments for salary inequities, Promotions, or reclassifications in accordance with policy.

The budget for pay rate adjustments is approved by the Aviation Authority Board. The guidelines for pay rate adjustments are established by the Vice President of Human Resources.

**New Hire Pay
Rate (Excluding
ARFF)**

Aviation Authority employees shall be hired at no less than the established minimum of the pay level for their position. Exceptions may be for Intern/Co-Op and Temporary employees.

Determination of starting pay rate for external hires is made by Human Resources with concurrence from the hiring department Vice President and the Senior Executive. The following factors should be considered:

- The candidate's qualifications and work experience relative to the job requirements;
- Internal equity with incumbents in the hiring department and in the job classification Aviation Authority-wide;
- Normally, starting pay rate offers will not exceed the midpoint of the pay range;
- All starting pay rate offers must be approved by the Senior Executive before an employment offer is made.

Hiring a new employee at a starting pay rate above the midpoint may be considered if a candidate's qualifications, relevant work experience and market pay data warrant such an offer. Such requests must be submitted to the Vice President of Human Resources with concurrence from the Senior Executive and approved by the Chief Executive Officer. Funding will be confirmed by Human Resources with the Finance Department.

**FLSA
Designation**

This section is applicable to all employees in Exempt Positions including appointed employees.

An employee classified in a salaried, Exempt Position will receive their full salary for any work week in which any work is performed without regard for the number of days or hours worked in accordance with the FLSA. Accrued leave may be used in lieu of hours or days worked as applicable.

The only deductions the Aviation Authority will make from a salaried, exempt employee's pay are those authorized by the FLSA, including but not limited to the following:

- No salary will be paid for work weeks in which no work is performed. Such work weeks may be covered by applicable accrued leave, if available.
- Deductions may be made when a salaried, exempt employee is absent for one or more full days for personal reasons, other than sickness or disability.
- Deductions may be made for absences of one or more full days due to sickness or disability if the deduction is made in accordance with the Aviation Authority's plan, policy or practice (i.e. during initial three (3) months of employment when employee is not eligible for sick leave or if all applicable leave has been exhausted).
- Deductions may be made for violations of safety rules of major significance.
- Deduction may be made for unpaid disciplinary suspensions of one or more full days for infractions of workplace conduct rules.
- Deductions in full or partial day increments may be made during unpaid leave pursuant to FMLA.

An employee who believes their pay has been improperly reduced should notify the Vice President of Human Resources as soon as possible. If an investigation reveals a salary was reduced in error,

**Adjustments
(Excluding
ARFF)**

Promotion

the employee will be reimbursed for any improper deduction and the Aviation Authority will take such measures as may be reasonable and prudent to prevent improper deductions in the future.

The percent of pay increase for a Promotion will be based on one or more of the following considerations:

- The employee's qualifications and work experience relative to the job requirements and market data,
- Internal equity with incumbents in the hiring department and in the same job classification Aviation Authority-wide;
- Pay does not provide for appropriate separation between a newly promoted supervisor and those they supervise; and/or
- Other internal considerations as defined herein under Selective Increase.

Normally a promoted employee will receive no less than a 6% pay increase, however, internal equity may be considered. The new pay rate will not be below the minimum or exceed the maximum of the new pay range. All promotion related pay increase offers must be approved by the Senior Executive before an offer is made. Funding will be confirmed by Human Resources with the Finance Department.

Demotion

Normally, the pay rate of a demoted employee will be reduced in accordance with Policy 202.04, Demotion Process. If an employee is demoted without a reduction in pay and subsequently is promoted to a higher level position, their pay rate will be reviewed but not necessarily increased.

Lateral Transfer

An employee given a Lateral Transfer is not eligible for a pay increase and should remain at the same rate of pay. A pay reduction or increase may be warranted based on internal equity with incumbents in the new position.

**Movement to or
from a Position
Covered by a
Collective
Bargaining
Agreement**

When an employee moves from a position that is not covered by a collective bargaining agreement to a position that is, or from a position that is covered by a collective bargaining agreement to a position that is not, the Vice President of Human Resources determines if the movement is a Lateral Transfer, a Promotion, or a Demotion.

If the move is determined to be a Promotion, the employee receives the minimum rate of pay for the new pay range for that position, or a six percent (6%) pay increase, whichever is greater.

If the move is determined to be a Demotion, the employee's rate of pay will normally be reduced by six percent (6%), but will be not exceed the maximum of the new pay range for that position. A pay rate reduction of more than 6% may be warranted based on internal equity with incumbents in the lower level position.

If the move is determined to be a Lateral Transfer, the employee is not eligible for a pay increase and will be not exceed the maximum of the new pay range for that position. A pay rate reduction may be warranted based on internal equity with incumbents in the new position.

For circumstances deemed to be in the best interest of the Aviation Authority, at the sole discretion of the Chief Executive Officer, a pay rate in excess of the assigned pay range maximum may be approved for a specified period of time.

Regular Part-Time Employees

A regular part-time employee who is normally scheduled to work at least twenty (20) hours per week is eligible for Group Health and Life Insurance, the Defined Contribution Plan, Merit Increases, General Increases, accrued leave, holidays, and longevity. The leave, holidays, and longevity will be accrued or paid, whichever is applicable, at fifty percent (50%) of a full-time employee.

Regular part-time employees who are normally scheduled to work less than twenty (20) hours per week are ineligible for all benefits.

Temporary Employees

These employees are paid at a rate approved by the Vice President of Human Resources and are not normally eligible to receive any benefits or leave accruals. Limited benefits may be authorized at the discretion of the Chief Executive Officer.

If a Temporary Employee is selected for a Regular Position, their pay rate is normally established at the minimum rate of pay for the Regular Position. Pay rate offers above the minimum may be requested based on the guidelines described herein under Promotion. The effective date of the transition to the Regular Position establishes the employee's seniority date for computation of applicable benefits.

Intern/Co-Op Employee

The Intern/Co-Op education program is intended to provide a student the opportunity to apply academic curriculum in a work environment and to gain experience in a specific field of study. The Intern/Co-Op must be enrolled in an accredited educational

institution and a participant in the cooperative education program at the institution. Employees in this classification are not eligible to receive any benefits or leave accruals. An internship program may be initiated by a department Vice President with the approval of the Vice President of Human Resources and the Chief Executive Officer. A requisition must be submitted to Human Resources outlining project content: duties and responsibilities, period of internship, anticipated work schedule, funding source, and pay rate recommendation.

If a vacancy occurs for a regular position during internship, the Intern is eligible to apply as an internal applicant for the posted position and upon completion of necessary forms, the Intern may be considered for the position during the internal posting period.

**ARFF
Employees On
Step Structure**

**New Hire Pay
Rate**

Firefighter new hires will be paid at the probationary pay rate, Step 0. Upon successful completion of probation, Firefighters will advance to Step 1.

The pay rate for external ARFF administration new hires will be at the first step of the applicable rank. New hire pay rate offers above the first step may be considered based on the candidate's qualifications and relevant work experience and internal equity with incumbents in the applicable rank. Determination of starting pay rate is made by Human Resources with concurrence from the hiring department Vice President and Senior Executive.

**Promotion to
Higher Rank**

ARFF employees promoted to a higher rank will receive a 6% increase to their current base rate then move to the applicable step in the new rank, or will move to the first step of the new rank, whichever is greater.

General Increase

Probationary Firefighters are not eligible to receive a General Increase, however, their pay may be adjusted due to a change of step structure starting rate, Step 0.

General increases to those ARFF employees who are in a step structure may be administered by advancing the number of steps in their respective rank equal to the approved percent of the increase and may cause a change in the step structure to meet the approved general increase.

**Organizational Policy:
Wage and Pay Plan**

**Section 206.01
Human Resources**

Adjustments to Step Structure Recommendation for changes to the step structure will be made by the Vice President of Human Resources to the Chief Executive Officer for Aviation Authority Board consideration.

Fire Chief and Deputy Fire Chief The ARFF Fire Chief and Deputy Fire Chief salary structure will include pay ranges (not pay steps).

Selective increases (Excluding ARFF*) On rare occasions, it becomes necessary to adjust an employee's pay, as in the following examples:

- pay structuring has created situations where pay does not reflect appropriate contributions to the Aviation Authority, including offers made above the mid-point of a pay structure;
- pay does not provide for appropriate separation between a supervisor and those they supervise, except for newly hired supervisors addressed herein under Promotion;
- internal equity purposes, as a result of pay compression or distortion resulting from new hires or herein under Promotion; or
- external market or industry-driven conditions.

Requests for selective pay increases are submitted by the department Vice President with the concurrence of the Senior Executive to the Vice President of Human Resources for review. The Vice President of Human Resources shall determine whether the requested selective pay increase meets the requirements stated above and will make a recommendation to the Chief Executive Officer for approval if found compliant.

** ARFF Adjustments will be reviewed and addressed on a case by case basis through the ARFF Step Structure.*

Longevity Regular Employees receive an annual longevity payment based on years of continuous service. Service is calculated from the latest date of employment. In the event there is a break in service, the adjusted date of service is used as defined in Policy 201.06, Employee Rights Upon Reemployment.

To be eligible for the longevity payment, the employee must complete a minimum of five (5) years of service. The following schedule of payment is used:

- 5-9 years \$425
- 10-14 years \$825
- 15-18 years \$1,200
- 19 years or more \$1,600

Regular part-time employees normally scheduled to work at least twenty (20) hours per week receive fifty percent (50%) of the above listed amounts. The longevity payment is made in a lump sum each year, in the pay period following the anniversary date. Federal Income tax and Social Security tax deductions are applicable.

**Working Out of
Classification**

Any Regular Employee who works for more than ten (10) consecutive working days (or the equivalent of 80 consecutive hours) in a classification that pays a higher starting pay rate is entitled to be paid at the minimum for that higher pay classification or a six percent (6%) increase, whichever is greater (except ARFF Combat). This higher pay rate will commence with the 11th working day and terminate when the employee ceases working out of classification.

ARFF Combat employees temporarily assigned to a position higher than their normal job classification for a minimum of four (4) hours will be eligible for working out of classification pay. Eligible employees will be compensated for all time worked in the higher classification as follows:

- Working as an Engineer \$48.00 per shift or \$2.00 per hour
- Working as a Lieutenant \$60.00 per shift or \$2.50 per hour
- Working as a District Chief \$78.00 per shift or \$3.25 per hour

The working out of classification pay increase is terminated when the employee concludes their duties working in the higher classification.

To be eligible for the higher pay the employee should perform all of the required duties of the higher classification.

Employees in training, or working during a state of emergency declared by the Chief Executive Officer, are not eligible for the higher classification pay.

**ARFF Incentive
Pay**

Emergency Medical Technician (EMT) or Paramedic incentive pay is authorized for ARFF employees whose job descriptions require them to be certified firefighters.

Licensed EMTs will receive \$3,276 annually, or

Licensed paramedics will receive \$9,022 annually.

The total annual incentive pay will be divided by 2600 or 2080 hours, whichever is applicable, to achieve an hourly rate. This hourly rate will be added to the employee's base hourly rate. For Promotions and pay increases, only the base hourly rate will be adjusted.

Any ARFF employee who is in an administrative Division Chief or Lieutenant day position (40 hour work week) shall be eligible for a lump sum day incentive of \$185 per pay period.

Any ARFF Firefighter who is assigned to drive a licensed Advanced Life Support Rescue Unit shall be eligible for a \$1.00 per hour incentive for each full hour assigned to that position.

Any ARFF employee who has completed an Aerial Operations course and has technician level training in Vehicle and Machinery Rescue (VMR), Rope Rescue and Confined Space Rescue and has successfully completed the ARFF Technical Rescue Training (TRT) proficiency assessment shall be eligible for a \$1.00 per hour incentive, to be added to the employee's base hourly rate. For Promotions and pay increases, only the base hourly rate will be adjusted.

Any ARFF employee who is recognized by the Aviation Authority Fire Chief as a Paramedic Preceptor, shall be eligible for a \$0.50 per hour incentive, to be added to the employee's base hourly rate. Paramedic Preceptor qualifications include the following:

- Must have 3 years as a State of Florida certified Paramedic that is not currently on probationary status and have no ongoing quality assurance issues or have had any medication related errors within the last 5 years from the date of last incident;
- Successful completion of the written Orange County Protocol examination with a score of 90% or above; and

- Successful completion of the Orange County Fire Rescue Preceptor Academy (40 hour course), by the next available offered date set by Orange County Fire Rescue.

For promotions and pay increases, only the base hourly rate will be adjusted. ARFF Management team will determine the number of designated preceptors per shift.

Designated Preceptors must successfully complete the written Orange County Protocol examination with a score of 90% or above every two years in order to maintain the Paramedic Preceptor status.

Any ARFF employee who is assigned to be an ARFF Paramedic Preceptor shall be eligible for a \$1.75 per hour incentive for each full hour assigned to that position.

Temporary Appointment or Assignment

The Chief Executive Officer makes temporary appointments to fill positions due to vacancies and/or absences of all appointed positions in accordance with Policy 110.05, Appointed Position Wage Plan.

There may be a need for regular employees to be assigned to a temporary assignment. The assignment will be at the discretion of Senior Executive with concurrence of the Vice President of Human Resources and approval of Chief Executive Officer.

Effective Date

Changes to employee status which require a pay adjustment must be effective on the beginning of a pay period, unless otherwise stated in an Aviation Authority Board action and/or due to a Working Out of Classification.

See Also

110.05, Appointed Wage and Pay Plan
201.06, Employee Rights Upon Reemployment
202.01, Classification Plan
202.04, Demotion Process

APPROVAL AND UPDATE HISTORY

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All Previous