

**Idaho Department of
Juvenile Corrections
Administrative
Policy/Procedure**

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SUBJECT: COMPENSATION

CATEGORY: HUMAN RESOURCES

Policy

The Idaho Department of Juvenile Corrections (IDJC) recognizes the significant role that our workforce plays in providing services to juveniles, parents, stakeholders, and the citizens of Idaho. As an employer, the IDJC understands that maintaining a competitive compensation system is integral to the overall health of the agency and critical to supporting the IDJC's core mission of partnering with communities to reduce juvenile crime.

It is therefore the policy of the IDJC to manage its employee compensation program with the intent of attracting, retaining, and motivating an exceptional workforce for Idaho's juvenile corrections system.

Operating Procedures

I. Applicability

- A. The IDJC has developed the following internal salary administration policy to govern compensation. This policy applies to all classified and non-classified employees and any IDJC employee involved in the process of hiring, promoting, demoting, transferring, supervising, and/or calculating pay for classified employees. Supervisors and managers are expected to apply this policy in a fair and objective manner and are encouraged to contact Human Resources (HR) for assistance in understanding or applying the provisions of this policy.
- B. This policy describes the salary administration program for classified employees in compliance with, sections 67-5302, 67-5309A, 67-5309B, 67-5309C, 67-5309D, and 67-5328, Idaho Code, Division of Human Resources (DHR), and Idaho Personnel Commission rules, and policies and procedures governing employee pay.

II. State of Idaho compensation philosophy

- A. The IDJC's Classified Employee Compensation (CEC) Plan is derived from the Idaho state legislature's pay philosophy and compensation system, which seeks to attract qualified applicants, retain employees committed to public service, motivate employees to maintain high standards of productivity, and reward employees for outstanding performance.
- B. CEC salary increases are based on a merit increase matrix approved by DHR. Shift differential pay, bonuses, reinstatements, transfers, promotions, and recruitment and retention awards are not subject to this matrix.
- C. Additional information regarding the state of Idaho's compensation philosophy may be found in section 67-5309A, Idaho Code.

III. Permanent merit increases

A permanent merit increase is a raise in an employee's base pay rate. To qualify for permanent merit pay increases, an employee's service must be meritorious. This must be documented in a performance evaluation rated "Achieves Performance Standards" or better and completed within the 12 months prior to the effective date of the increase.

- A. An employee with a current performance evaluation rating of "Does Not Achieve" is ineligible for a permanent merit increase.
- B. Criteria for employee eligibility may be directed by legislative authority.
- C. The IDJC Leadership Team may determine temporary and permanent employee eligibility, with DHR approval, within legislative guidelines.
- D. Merit increases are effective the beginning of the current or an upcoming pay period.

IV. Permanent equity adjustment increases

- A. An equity adjustment increase provides a mechanism for addressing salary inequities due to internal or external market demands, market increases, and/or to correct an inequity among positions of comparable value in the agency (e.g., equivalent knowledge, skills, abilities, effort, and responsibilities).
- B. An equity adjustment is never used to circumvent the merit system or to compensate an employee for an increase in workload, responsibilities, or solely to reward longevity.
- C. In order for an employee to receive a salary equity increase, the employee must have a current performance evaluation with an overall rating of "Achieves Performance Standards" or better and may not be on entrance probation or a temporary employee.
- D. In advance of implementation, an agency must submit written justification to DHR and the Division of Financial Management (DFM) for approval. The justification will include sufficient details and salary analysis to explain the inequity and the proposed equity adjustment. The documentation should clearly identify the internal and/or external job comparisons that were used. Comparisons should be similar in size, depth, breadth, and scope of work. DHR is available to assist in planning and conducting salary analysis and comparisons to ensure appropriate comparisons and alignment with state jobs. DHR may request additional information in order to make a final determination.

V. Pay line moves

A Pay Line move is movement of the pay schedule (the minimum pay rate, policy, and/or maximum pay rate for each pay grade) by the legislature. Any employee with a rate of pay that falls below the new minimum rate of the pay grade must receive a rate adjustment to at least the new minimum, regardless of performance rating.

VI. Temporary merit increases

A temporary merit increase is a short-term, non-permanent increase to an employee's base pay. The Director may grant a temporary merit increase to recognize and compensate an employee for short-term work assignments.

A. Parameters. The following conditions apply to all temporary merit increases:

1. Employees receiving a temporary merit increase must acknowledge in writing that the increase is temporary and that their salary will be returned to the previous rate of pay at the completion of the temporary merit increase period.
2. A temporary salary increase is generally no more than six months or 13 pay periods in duration.
3. Temporary merit increases cannot be made retroactively.

B. Effect of separation or retirement.

1. Employees who terminate employment while a temporary merit increase is in effect will be paid at the temporary rate through their last day of work.
2. Accumulated leave payoff (unused vacation and compensatory leave), if eligible is paid off by the system at the permanent pay rate.
3. Sick leave conversion to insurance at retirement while receiving a temporary merit increase is calculated at the permanent pay rate.

VII. Performance bonuses

A. Performance bonus is a one-time lump sum payment to an employee to recognize exemplary service.

1. To be considered for a performance bonus, an employee must have demonstrated an action or series of actions that represent a significant contribution to the IDJC that is above and beyond their expected work duties and job description.
 - a. The action/contribution was accomplished while still effectively performing their regular duties and the action had no negative impact on normal job responsibilities.
 - b. The submission for the bonus describes how the actions/contributions had a significant impact on juveniles, staff, facility, community, or the department, as well as how it may have improved morale and/or motivated others and demonstrated actions that support the IDJC mission.
2. Employees are encouraged to visit the Performance Bonus Information page on the HR section of the IDJC intranet for more information about the process used to evaluate and recommend approval of a performance bonus request.
3. Prior to granting the bonus, agency HR must submit to DFM written documentation justifying the award for review and approval.

B. To qualify for performance bonuses, the following criteria must be met:

1. The employee must have a performance evaluation rated "Achieves Performance Standards" or better and completed within the past 12 months; and
2. The agency must document in writing justification for the performance bonus and retain said justification in the employee's personnel file.

3. An employee with a current performance evaluation rating of "Does Not Achieve" is ineligible for a performance bonus.
 4. An employee who is currently on a Performance Improvement Plan (PIP) may be ineligible for a performance bonus. A determination will be made on a case-by-case basis by the Division Administrator and Director.
 5. An employee who has received a Letter of Disciplinary Action (LODA) within one year prior to the date of the performance bonus nomination may be ineligible for a performance bonus. A determination will be made on a case-by-case basis by the Division Administrator and Director.
 6. Criteria for employee eligibility may be directed by legislative authority.
- C. Performance bonuses may be approved within the following parameters:
1. The Director may authorize none, one, or multiple performance bonuses to the same employee during the course of a fiscal year. However, regardless of the number of performance bonuses granted, the maximum total amount any one employee may receive is \$2,000 per fiscal year, unless otherwise approved by the state Board of Examiners.
 2. The Director may authorize performance bonuses for up to 20% of agency employees (based on FTP authority). Any bonuses awarded to beyond 20% of employees requires prior approval from DHR and DFM.
- D. Exclusions: Other types of bonuses, such as bonuses for Employee Suggestion Program, retention awards, and recruitment awards are not considered performance bonuses.

VIII. Bonuses for Employee Suggestion Program

The Director may award the employee who submits ideas, products, etc., that have significant cost savings to the state with a bonus of up to 25% of the cost savings, not to exceed \$2,000, unless otherwise approved by the state Board of Examiners.

IX. Recruitment/Retention award pay

- A. Recruitment/retention awards are lump sum bonuses paid in order to recruit and retain qualified employees, particularly in positions designated as critical or difficult to fill.
1. Employees who receive recruitment/retention bonuses are expected to maintain employment with the agency for a specified period of time.
 2. Such compensation is paid in the form of a one-time lump sum bonus after at least six months of satisfactory performance.
 3. Employees who voluntarily separate employment with the agency prematurely are required to repay all or part of the bonus, as detailed in a memorandum of agreement established at the time the award is communicated to the employee/applicant.

- B. An appointing authority may award recruitment/retention bonuses within the following parameters.
1. A recruitment/retention bonus cannot be given in lieu of a performance bonus. Using a recruitment/retention bonus to circumvent the \$2,000 or 20% of employees' performance bonus maximum is prohibited.
 2. For recruitment bonuses, the employee must be a new appointment to the State. Transfers, demotions, promotions, reinstatements, and rehires are ineligible, unless otherwise approved by the Director
 3. Recruitment bonuses are limited to one per employee.
 4. Retention bonuses are limited to one per employee per fiscal year. Retention bonuses may be implemented after six (6) months of successful employment supported by a performance evaluation rating of "Achieves Performance Standards" or higher.
 5. The maximum amount of any recruitment/retention bonus is \$5,000.
 6. Prior to granting the bonus, the agency must submit written documentation justifying the recruitment/retention award, using the IDJC Request for Merit/Bonus (DJC-077) form and the proposed memorandum of agreement to DHR and DFM for review and approval.
 7. Details of a recruitment bonus must be negotiated with and agreed upon with the job applicant prior to that individual beginning employment.
 8. The applicant/employee must sign a recruitment/retention bonus memorandum of agreement.
 9. The recruitment/retention bonus agreement must include the following:
 - a. A provision that a recruitment bonus will be paid to the employee after at least six months of successful, continued employment.
 - b. The details outlining the amount of the recruitment/retention bonus and the agreed-upon length of time that the employee will continue employment.
 - c. Verbiage outlining how the bonus will be repaid and collected should the employee voluntarily or involuntarily terminate employment before the term of the agreement. The bonus may be pro-rated over the period.
 - d. Information indicating that the agency or DHR is authorized by law to seek legal remedies to recoup all or part of the recruitment/retention bonus in the event an employee resigns before the term of the agreement.
 - e. Remedies include, but are not limited to, deducting the bonus amount from an employee's accrued vacation funds.
 - f. The documentation and memorandum of agreement must be maintained in the employee's personnel file at the agency.

X. State minimum wage

The IDJC adheres to all state and federal wage laws.

XI. Holiday compensation

All employees who are deemed eligible for benefits are entitled to state observed paid holidays.

- A. **Holiday Eligibility While on Leave:** An employee must receive some paid leave, wages, or salary for the pay period in which the holiday occurs to receive the holiday pay benefit.
- B. **Holiday Eligibility While on Family Medical Leave Act (FMLA) Leave Without Pay:** To avoid inequities with regards to FMLA during holiday weeks, if an employee is recording all hours for the week as FMLA, 'Leave Without Pay', no hours will be coded on the holiday. Therefore, in both sections XI.A. and XI.B., the holiday will not be counted toward the 12 weeks of family medical leave.

XII. Shift differential

Shift differential is additional compensation which is paid to qualified employees (including temporary or part-time employees) who work specific, designated hours.

- A. Shift differential eligibility is determined on a weekly basis. Employees deemed eligible for shift differential in a particular week will be paid that differential for all payable hours that week, including holiday pay, overtime, and leave taken.
- B. Shift differential compensation will be paid to eligible employees at a rate of five percent.
- C. **Regular Work Schedules:** Employees who have 50 percent or more of their assigned hours in a work week occurring between 6:00 p.m. and 7:00 a.m. on weekdays (Monday through Friday) and hours worked on weekends (Saturday 12:00 a.m. through Sunday 11:59 p.m.) are eligible to earn shift differential for the entire week. Leave hours taken will be regarded as having been assigned during the same hours that the employee would normally have worked.
- D. **Temporary Schedule Changes:** If a temporary change in schedule is necessary to provide adequate coverage and juvenile supervision, the Director, or designee, may authorize shift differential pay to a staff who would normally receive shift differential pay based on their original assigned work schedule, even though the hours worked would not meet the requirements set forth in section XII.C. "Temporary" means a single shift intermittently or a regular schedule for a period of no more than two consecutive weeks.

For example, an employee who is regularly scheduled to work a shift designated as eligible for shift differential, but who is required to temporarily work day shift will continue to receive shift differential pay for all hours worked, up to two consecutive weeks.

- Example 1:

An employee regularly scheduled on the evening shift and otherwise eligible for shift differential is asked to work one day shift to provide coverage for an absent day shift employee. The employee will be paid shift differential for the hours worked on the day shift.

- Example 2:

An employee regularly scheduled for the night shift and otherwise eligible for shift differential is asked to provide coverage for two weeks for a day shift employee on annual leave. The employee will be paid shift differential for the hours worked on the day shift.

As the need to change staff schedules occurs, all employees will be treated equally in the process.

- E. Irregular Work Schedules. An employee whose primary responsibility is to work in place of an absent employee and whose assigned schedule varies from nights, days, and/or swing will be eligible for shift differential compensation for all hours worked.
- F. Executive employees are not eligible for shift differential compensation.
- G. Employees are responsible for correctly reporting eligible shift differential hours on their time sheets.

Reference: [Glossary of Terms and Acronyms](#)
 Fair Labor Standards Act
 Sections 67-5302, 67-5309A, 67-5309B, 67-5309C, 67-5309-D, and 67-5328,
 Idaho Code
 Division of Human Resources (DHR) and Idaho Personnel Commission rules
 and policies
 Division of Human Resources Statewide Policy; Section 1: Employee
 Compensation

Desk Manual(s): *None*

Related Policies: *None*

Related Forms: [IDJC Request for Merit/Retention/Recruitment Bonus \(DJC-077\)](#)
 [IDJC Performance Bonus Request Form](#)