

## APPENDIX E: Flex Tools and Policy Requirements

The following guide serves as a quick reference of Civil Service flexibilities that require formal written policies. Agencies shall submit a copy of any such policy to the Department of State Civil Service. This guide does not serve as a replacement to Civil Service Rules or the HR Handbook. Agencies should refer to the appropriate rules and handbook guidelines prior to any implementation of such flexibility tools. This guide separates flexibilities into the following categories:

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Flexibilities that require a written policy prior to implementation.

Flexibilities that require a written policy APPROVED by the Civil Service Commission prior to implementation.

Flexibilities that require a written policy approved by Compensation prior to implementation and APPROVED by the Civil Service Commission IF above pre-approved Commission limits.

**POLICY DOES NOT REQUIRE APPROVAL OF CIVIL SERVICE COMMISSION:  
REQUIRES APPROVAL FROM CIVIL SERVICE COMPENSATION DIVISION FOURTEEN (14) DAYS PRIOR TO IMPLEMENTATION.**

Flexibility Tool	Explanation	Recruitment	Retention	Caps
6.5(g) and 19.3(a)- Extraordinary Qualifications/Credentials	Allows agencies to hire an employee at a rate up to the midpoint of the range if that employee possesses extraordinary qualifications and credentials.	Yes	Yes	Up to the midpoint of range
6.10 - Demotion Pay	Allows agencies to modify or waive standard pay reductions	No	Yes	Minimum 7% reduction unless policy waives reduction
6.31 - Pay for Employee Appointed at Range Minimum	Allows agencies to grant a 2% base pay increase to an employee appointed at the minimum of the pay range after that employee has served at least 6 months.	Yes	Yes	Maximum of 2%

**POLICY REQUIRES APPROVAL OF CIVIL SERVICE COMMISSION:**

Flexibility Tool	Explanation	Recruitment	Retention	Caps
5.9 - Dual Career Ladder	Allows agencies to provide a non-supervisory route for advancement for employees exhibiting or possessing particular technical skills and/or education above and beyond the norm of the typical career series.	No	No	DCL participation may not exceed either 20% of positions in an eligible field or 25% of staff positions. To be eligible employee must have a Successful or above on their PES rating.
6.3.1 - Perquisites	Allows agencies to establish cash allowances in lieu of physical assets (housing, automobiles, uniforms, cell phones, etc.)	Yes	Yes	Varies by agency needs
6.4 and 6.16(f) - Base supplement	Extends the pay range maximums as a result of market conditions; targets specific positions and/or areas.	Yes	Yes	Not Applicable
6.5(b) and 19.3(b)- Special Entrance Rate	Allows agencies to raise the entry pay of a job(s) and if appropriate, concurrently grant corresponding adjustments to existing employees in the same job(s)	Yes	Yes	
6.6 - Market Grade Adjustments	Changes the pay grade of a job. This affects all state classified employees in that job and addresses systematic problems.	Yes	Yes	Not Applicable
6.16(a) - Special Pay Rates/Premium Pay	Allows agencies to compensate for hazardous duty, difficult work environment/location, extraordinary duties, recruitment and retention, market pay problems and the application of education and/or training credentials.	Yes	Yes	
6.16(d) - Incentive Awards	Allows agencies after presenting justifiable reasons to pay an incentive award at any time that the justifications have been shown.	Yes	Yes	Varies based on Commission Approval
6.16(g) - Pay for Employees at Range Maximum	Allows agencies to establish a policy whereby employees at the maximum of their pay range can be granted a lump sum of up to 4% of the employee's base salary. Employee may receive once every three years.	No	Yes	Lump sum up to 4% of base salary
6.16(h) - Payment for Attainment of an Advanced Degree	Allows agencies to make a base pay award for attaining a job related Master's or Ph.D. Degree.	Yes	Yes	Up to 10% of base salary
6.16.1 - Rewards & Recognition	Allows agencies to establish a rewards program to provide either non-monetary or monetary rewards to employees for exceptional performance.	Yes	Yes	Lump sum up to 10% of base salary
6.16.2 - Optional Pay	Allows agencies to establish a policy whereby employees can be granted either a lump sum or base pay adjustment for the following: • Job Offer • Salary Compression • Recruitment Difficulty • Additional Duties	Yes	Yes	• Job Offer - up to 10% of base salary • Salary Compression - up to 10% of base salary • Recruitment Difficulty - up to 10% of base salary • Additional Duties - Up to 7% of base salary (above 7% must be sent to Commission)
6.16.3 - Exceptional Performance & Gainsharing	Allows agencies to grant monetary lump sum payments for cost savings and exceptional performance.	Yes	Yes	Lump sum not to exceed 20% of base salary

**POLICY REQUIRES APPROVAL OF CIVIL SERVICE COMMISSION - IF ABOVE FLEXIBLE PRE-APPROVED RATES:  
IF RATES ARE NOT ABOVE PRE-APPROVED RATES, POLICY REQUIRES APPROVAL FROM CIVIL SERVICE COMPENSATION DIVISION FOURTEEN (14) DAYS PRIOR TO IMPLEMENTATION.**

Flexibility Tool	Explanation	Recruitment	Retention	Flexible Rate																																
6.16(a) - Special Pay Rates/Premium Pay	Allows agencies to compensate for hazardous duty, difficult work environment/location, extraordinary duties, recruitment and retention, market pay problems and the application of education and/or training credentials..	Yes	Yes	\$2.00 per hour, for all hours worked.																																
6.28(a/b) - On-Call Pay	Allows agencies to establish on-call compensation for hours worked beyond regular work scheduled hours.	Yes	Yes	Up to \$2.25 an hour																																
6.28(a/c) - Shift Differential	Allows agencies to establish additional pay allowance for non-standard work hours.  Pre-authorized limits are percentages derived from the pay level of the first line supervisor's hourly pay rate up to midpoint. For example, if a hospital is setting shift differential rates for nurses, the rate set can be based upon the midpoint of the pay range for an RN Supervisor.	Yes	Yes	<table border="1"> <thead> <tr> <th>Level</th> <th>Evening</th> <th>Night</th> <th>Wknd/Holiday</th> </tr> </thead> <tbody> <tr> <td>PS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>WS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>TS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>SS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>MS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>AS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>RNs</td> <td>20%</td> <td>30%</td> <td>20%</td> </tr> </tbody> </table>	Level	Evening	Night	Wknd/Holiday	PS	15%	20%	20%	WS	15%	20%	20%	TS	15%	20%	20%	SS	15%	20%	20%	MS	15%	20%	20%	AS	15%	20%	20%	RNs	20%	30%	20%
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