



CITY OF DUBLIN

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ADMINISTRATIVE ORDERS  
OF THE CITY MANAGER**

<b>ADMINISTRATIVE ORDER 2.57</b>
<b>TO:</b> All Department/Division Heads
<b>FROM:</b> Timothy C. Hansley, City Manager
<b>SUBJECT:</b> Human Resource Director's Role and Authority in Determining Equitable Starting Rates of Pay
<b>DATE:</b> December 29, 1999
<b>New Administrative Order</b>

**I. PURPOSE**

The purpose of this Administrative Order is to clarify and emphasize the role and authority of the Director of Human Resources in determining the starting rates of pay for all new employees of the City. This Administrative Order shall be effective immediately. Questions or concerns regarding this Administrative Order should be directed to the Office of the City Manager.

**II. ENABLING LEGISLATION**

Ordinance No. 98-96, Section 2, Paragraph D, allows for starting rates of pay to be determined by the Director of Human Resources in consultation with the respective Department/Division Head, and for these starting rates of pay to be based on the relative qualifications of the candidate as well as the existing market conditions. Under Paragraph D, starting rates of pay shall be recommended to the City Manager for final approval.

**III. BACKGROUND**

An issue was recently raised at the City's annual management staff retreat that certain Department/Division Heads have consistently started new employees at the minimum of their respective pay grades without respect to their qualifications, despite the recommendations of the Division of Human Resources to do otherwise and, in so doing, have created salary compression leading to considerable morale difficulties in their Departments/Divisions. Senior staff identified the need for a strong centralized authority to rule over starting rates of pay to ensure fairness and equity across the board throughout all Departments/Divisions.

**IV. APPLICATION**

As a result of these concerns raised by Senior Staff, the role and authority of the Director of Human Resources has been strengthened. The Director of Human Resources is hereby delegated full and complete decision making authority to determine starting rates of pay over the objection of any Department/Division Head. Should circumstances arise in the future where a Department/Division Head disagrees with the decision of the Director of Human Resources, the Director of Human Resources' decision shall be final and binding. Should circumstances require the rates of pay for existing staff in the same or similar job classifications to be adjusted to enable the City to offer a rate of pay in recognition of the preferred candidate's qualifications as well as existing market conditions, the Director of Human Resources' judgment to make such adjustments shall not be questioned by the Department/Division Head. Should the Departmental/Divisional Budget not be sufficient to absorb the financial impact of the adjustments made by the Director of Human Resources, the Director of Human Resources shall notify the City Manager and Finance Director who will in turn identify the funding sources to absorb such adjustments.

The Director of Human Resources possesses the most expertise within the organization in the area of Salary Administration and is, therefore, best qualified to render fair and equitable decisions. It has been determined that the importance of maintaining organizational consistency outweighs the interest of the Department/Division Head in demanding certain starting rates of pay.