



CITY OF ANAHEIM

**MANAGEMENT PAY POLICIES
COVERING EXECUTIVE, ADMINISTRATIVE
MIDDLE MANAGEMENT, SUPERVISORY AND
PROFESSIONAL EMPLOYEES**

REVISED EFFECTIVE: June 19, 2007

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**MANAGEMENT PAY POLICIES
REVISED EFFECTIVE JUNE 19, 2007**

1.0 Purpose of the Policies

- 1.01 These Policies are intended to identify and set forth policies and practices related to management compensation to ensure responsible and effective compensation decisions.
- 1.02 Areas that are not covered within these policies may be addressed within the City's Personnel Rules and Salary Resolutions.

2.0 Applicability of Policies

- 2.01 Employees in Executive, Administrative, Middle Management, Supervisory and Professional jobs, including Police and Fire safety management, shall be covered by the following pay policies. To the extent that these policies are held to be contrary to any City of Anaheim Personnel Rules, the terms of these policies shall prevail. All reference to salary adjustments contained in these Compensation Policies shall be contingent upon funding based upon annual budget appropriations by the City Council, the City's financial condition and the City's ability to pay.

3.0 Organizational Compensation Philosophy

- 3.01 One of the City's missions is to provide residents with management leadership that can develop and implement high quality community programs and services. The compensation policies of the City can be used to foster the attainment of initiatives in support of the City's mission, department goals, and the directives of the City Manager and City Council.
- 3.02 The City seeks to successfully attract, retain and motivate qualified employees in accordance with its compensation policies.
- 3.03 The City's compensation policies are designed to reward productivity, improve employee skills, increase customer satisfaction, and encourage effective resource utilization.
- 3.04 The City's classification and compensation plan is intended to be internally equitable, competitive with marketplace practices, and non-discriminatory in its design.
- 3.05 The performance appraisal plan is intended to reinforce the compensation plan and to help all employees to assess their effectiveness in meeting job standards while establishing goals and objectives that will lead to continuous improvement.

4.0 Classification Plan

- 4.01 All class specifications must be reviewed and approved by the respective executive manager and/or administrative manager, as well as the supervisor and the Human Resources Department, prior to implementation.
- 4.02 All positions having supervisory and/or managerial responsibilities shall have a copy of the current class specification for their own position, and any positions supervised or managed by these positions.
- 4.03 At the time of the employee's performance review, the supervisor or manager shall inform the Human Resources Department of any changes in the duties and responsibilities of the position that might affect: a) the job functions and qualification guidelines; or b) the pay grade assignment of the job. These changes shall be shared with the employee.

5.0 Job Evaluation Plan

- 5.01 The City has a formal job evaluation system for its management group. Its purpose is to establish the relative worth of individual jobs, ensure appropriate internal pay relationships, and determine the appropriate leveling of job classifications within the pay structure.
- 5.02 The City utilizes the Factor Comparison Method of job evaluation. The plan is derived from five major job evaluation factors that may relate in differing degrees to these management jobs. These factors include: responsibility, job knowledge (education, experience and training), supervision exercised and received, fiscal accountability and interpersonal communications.
- 5.03 The job evaluation process shall be the responsibility of the Human Resources Department.
- 5.04 As part of the job evaluation process, internal salary relationships will also be compared in an effort to address specific compaction issues.

6.0 Market Compensation Analyses

- 6.01 The organization's desired market positioning is to be competitive with the prevailing market practices for fully qualified employees when base pay, incentive pay and/or total compensation comparisons are made. It is understood that the relative positioning to the market will vary for each position, job classification and occupational grouping that is compared, and may change at different points in time.
- 6.02 The definition of comparable labor market agencies will be evaluated over time and change as the labor market changes.

7.0 Salary Structure Adjustments

- 7.01 At the time of a salary structure adjustment, employees (including Executive Managers and Council Appointees) may be eligible for a pay adjustment in an amount equal to the structure adjustment. Such an adjustment shall be based on the employee receiving a performance rating of consistently contributes to achievement of results or better, during their previous rating period.
 - 7.01.01 For a performance rating of less than consistently contributes to achievement of results the Executive Manager (City Manager for Executives and City Council for Council Appointees) has the option to grant a portion of the structure adjustment, deny the structure adjustment, or postpone the adjustment for up to six (6) months for reassessment of performance. At that time they shall deny an increase or grant all/or a portion of the structure adjustment based on the employee's performance at that time.
 - 7.01.02 If a merit is due an employee during the time of the delayed structure adjustment, the merit date may also be extended for the same amount of time.
 - 7.01.03 Employees may be compensated below the salary range minimum as a result of their performance being rated as less than consistently contributes to achievement of results.
- 7.02 In the event the structure is adjusted but not fully funded, employees who remain below the salary range minimum shall be adjusted to the range minimum provided their performance is at the consistently contributes to achievement of results level or better. Employees may be compensated below the salary range minimum as a result of their

performance being rated as less than consistently contributes to achievement of results.

7.03 The pay structures will be reviewed in January of each year to determine whether the pay ranges for these structures need to be adjusted, and if so, by what percentage factor(s). The determination to adjust the pay structures, and by what percentage(s), will be based upon specific market data, or employment cost indices, and/or internal factors and will be subject to the City's financial condition, the City's ability to pay, market conditions, and other factors.

8.0 Merit Increases and Progression Within the Pay Range

8.01 Employees are eligible for individual merit increases within the pay grade effective on their merit review date. Merit increases are not automatically granted. Employees may be determined to be ineligible to receive a merit increase based upon their overall performance rating as stated in the employee's performance appraisal plan.

8.02 An incumbent employee shall be eligible to receive a merit increase as follows:

Compa-ratio 80 - 99.99	Every six (6) months (13 complete biweekly pay periods) until attaining a compa-ratio of 100.
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Compa-ratio at or above 100	Every twelve (12) months (26 complete biweekly pay periods) until attaining a compa-ratio of 110.
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8.02.1 Part-time management employees will be eligible to receive merit increases in accordance with 8.02 through 8.05 of these Management Pay Policies.

8.03 Merit increases shall be based upon the employee's overall performance rating as demonstrated in the Performance Appraisal Plan, in accordance with the Merit Pay Matrix. Each Executive Manager shall certify an employee's overall rating and submit to the Human Resources Director along with the Personnel Action Form implementing such merit increases.

8.04 Merit increases for employees rated better than consistently contributes to achievement of results may require pre-approval of the City Manager.

8.05 The City Manager shall determine the merit matrix for each fiscal year. Such recommendations shall be based upon the City's financial condition, City's ability to pay, market conditions and other factors.

8.06 Employees in classifications assigned to an Executive Salary Range shall be eligible for a merit increase every six months while in the lower third of the salary range. Eligibility shall be annually thereafter up to the salary range Control Point.

The merit matrix for Executive level positions shall be as defined in Section 8.05 of these Management Pay Policies

8.06.01 Executive salary ranges shall have an Exception Rate Zone with the following parameters:

1. Rate shall not be any higher than 10% above the salary range control point at any time.
2. Shall be used at the discretion of the City Manager (City Council for appointee positions) for the following reasons:
 - a. Unusual recruitment/retention issues

- b. Performance ratings of better than consistently contributes to achievement of results when an employee is at Control Point.
- c. If used for meritorious performance, the increase up to end compa-ratio 115.0 shall be paid to base. Any increase exceeding end compa-ratio 115.0 to 120.0 shall be paid ½ to base and ½ as a lump sum.

8.07 Lump sum payments are not added to the employee's base pay and are not used in determining highest year compensation for PERS or for any leave bank payoffs.

9.0 Equity Adjustments

- 9.01 Employees may be eligible for a special salary adjustment as approved by the City Manager.
- 9.02 Requests for special salary adjustments must be submitted in writing to Human Resources Director. These requests must state the rationale for a special adjustment and be signed by the department head.
- 9.03 Pay equity adjustments must be supported in writing for reasons such as internal pay relationships or market competitiveness.

10.0 City Council Appointees

- 10.01 Between July 1 and August 15 of each year, the City Council shall conduct and complete an Annual Performance Review ("APR") for each City Council appointee (e.g., the City Manager, City Attorney, City Treasurer and City Clerk). City Council shall evaluate the performance of each appointee for the period of the preceding fiscal year. The City Council may also elect to conduct a mid-year progress update to determine how effectively the appointee is meeting performance expectations and to discuss goals and objectives. Upon completion of each APR, the City Council, by a majority vote of its entire membership, shall rate the performance of each appointee for such period. The City Council shall meet with each appointee and discuss his or her APR rating. The City Council shall also inform the City Manager and Human Resources Director of each appointee's annual rating by the completion of a form provided by the Human Resources Director for such purpose. Failure of the City Council to conduct or complete any APR on time shall not affect any merit pay increase otherwise authorized pursuant to Section 10.02 of this Resolution.
- 10.02 Except as set forth in Section 10.03 below, each appointee may qualify to receive a merit pay increase, in a percentage equal to the maximum merit salary adjustment for the applicable Executive Manager rating category as established for other members of the Executive Management Group pursuant to Section 8 of this Resolution. For appointees with a pay rate above the lower third of their salary range, the merit pay increase shall be effective on the first day of the bi-weekly pay period that commences on the date closest to July 1 of such year. Appointees with a pay rate in the lower third of their salary range shall be eligible for consideration for an additional merit increase effective on the first day of the bi-weekly pay period that commences on the date closest to January 1 of such year. The Human Resources Director is directed to implement such merit increases in accordance with these policies.
- 10.03 Notwithstanding the provisions of Section 10.02, an appointee shall not receive the annual merit increase if either (I) such appointee received a rating of less than consistently contributes to achievement of results in his or her APR for the immediately preceding fiscal year, or (II) the City Council, by majority vote of its entire membership, establishes a different date for, or a different amount of, such merit increase, or determines to grant no

merit increase for such appointee.

10.04 Nothing contained in this Section 10 in its entirety shall be deemed to prevent or restrict the City Council, at its sole and absolute discretion and by a majority vote of its membership, from taking any other action at any time with regard to increasing or decreasing the amount of compensation payable to any appointee.

11.0 New Hire Compensation Practices

11.01 The normal hiring range shall be between a compa-ratio of 80% to 95%. If economic necessity requires hiring an employee at a higher rate, a department head may recommend, and with the concurrence of the Human Resources Director, may approve a hire rate above the Market Policy Rate. The City Manager's Office shall approve new hire rates above the Market Policy Rate. The hiring rate cannot exceed the Control Point.

11.01.01 The City Manager (City Council for appointee positions) may appoint persons to an Administrative or Executive level position at any rate within the designated Administrative or Executive salary range.

11.02 New employees should be paid at no less than the minimum pay rate of the pay grade. Employees hired at the grade minimum are presumed to be minimally qualified to perform the duties and responsibilities of the job classification into which they are hired.

11.03 Movement within the range is based upon the assumption of greater levels of experience, education and higher levels of performance as documented in the employee's individual performance appraisal plan.

11.04 The Human Resources Department will establish pay grades for all job classifications in accordance with the compensation plan. Executive managers will recommend new employee or rehire employee pay rates subject to the approval of the Human Resources Department. The Human Resources Department has the exclusive authority to extend the salary offer on behalf of the City.

11.05 As set forth in Personnel Rule 16.12, Vacation, the Human Resources Director may recommend, and the City Manager may approve, a one-time crediting of a vacation time bank for new hires to Management level job classes for use after completion of six (6) months in the position.

11.05.01 The Human Resources Director may recommend, and the City Manager may approve alternate vacation accrual rates for Executive and Administrative Managers.

12.0 Probationary Employees

12.01 Employees covered under these Pay Policies shall serve a probationary period of twenty-six (26) complete biweekly pay periods.

13.0 Promotions

13.01 Promotions represent the movement of employees into positions at higher pay grades that require a higher level of responsibility, knowledge and skill. A promotion may be associated with an employee's career progression within a job family or may represent a more abrupt and substantial change in duties and responsibilities. In both cases, the functions and qualifications of the new position can be readily distinguished from the prior job classification.

- 13.02 An employee who is promoted shall be placed at the minimum of the new range or at a salary in the range which provides a 10% pay increase, as long as it does not exceed a compa-ratio of 105. If a 10% increase places the employee's salary beyond 105 compa-ratio the employee shall receive a minimum of 5% increase or an increase between 5% and 10% in order to bring the employee to 105 compa-ratio. In no case may the employee's salary exceed the Control Point. A new merit review date shall be established in accordance with Section 8.0 these Pay Policies.
- 13.02.01 The City Manager (City Council for appointee positions) may appoint a current city employee to an Executive or Administrative level position at any rate within the designated Executive or Administrative salary range.
- 13.02.02 The City Manager may at his discretion, provide additional vacation accrual or vacation balance in accordance with the provisions of Section 11.01 of these policies to an employee appointed to an Executive or Administrative position.
- 13.03 Management level promotions must be approved by executive management. Promotions into administrative level classifications must be approved by the City Manager.
- 13.04 An employee who is promoted or assigned to the classification of Chief Utilities Systems Operator, Electrical Field Superintendent, Fire Battalion Chief, Fire Marshal, Deputy Fire Marshal, Police Lieutenant, Public Works Operations Superintendent, or Public Works Operations Field Supervisor shall be placed at a rate in the range which provides a 15% pay increase, as long as it does not exceed a compa-ratio of 105. If a 15% increase places the employee's salary beyond 105 compa-ratio the employee shall receive a minimum of 5% increase or an increase between 5% and 15% in order to bring the employee to 105 compa-ratio. In no case may the employee's base salary exceed the Control Point. A new merit review date shall be established in accordance with Section 8 of these Pay Policies.
- 13.04.01 The new pay rate for promotion to Fire Battalion Chief shall be calculated using the base hourly rate plus any assignment pay (Paramedic, Hazardous Materials or Fire/Arson Investigator) the employee was currently receiving in the bargaining unit classification at the time of promotion.
- 13.04.02 The new pay rate for promotion to Electrical Field Superintendent shall be calculated using the base hourly rate plus the additional "Rubber Gloving Pay" if the employee was Rubber Glove Certified and currently receiving such pay in the bargaining unit classification at the time of promotion.
- 13.05 The Human Resources Department may recommend additional remedies to correct pay compaction problems associated with employees being paid at rates that are not internally equitable or competitive with the marketplace. These equity adjustments shall be approved by the City Manager.

14.0 Special Assignment Positions

- 14.01 The positions of Fire Battalion Chief –40 hour and Fire Division Chief are considered "Special Assignment" positions and shall be filled by employees at the rank of Fire Battalion Chief. The Fire Chief shall assign employees to such special assignments and persons so assigned shall serve at the will and pleasure of the Fire Chief while in such special assignment. Incumbents do not have vested rights to these positions. The Fire Chief may end a "Special Assignment" at any time.
- 14.01.01 An employee who is assigned to the classification of Fire Battalion Chief –40 hour shall be placed in the FR30 salary range which provides a 5% pay increase while

serving in that capacity provided such pay increase does not place the employee's salary beyond the range Control Point (110 compa-ratio). If the 5% pay increase places the employee beyond the salary range Control Point, the employee shall receive a salary increase up to 5% to Control Point. The employee shall retain their merit review date.

- 14.01.02 An employee who is assigned to the classification of Fire Division Chief shall be given a 15% pay increase as long as it does not exceed a compa-ratio of 105. If a 15% increase places the employee's salary beyond 105 compa-ratio the employee shall receive a minimum of 5% increase or an increase between 5% and 15% in order to bring the employee to 105 compa-ratio. In no case may the employee's base salary exceed the Control Point. A new merit review date shall be established in accordance with Section 8 of these Pay Policies.
- 14.01.03 At the end of such "Special Assignment" employees shall be returned to the classification of Fire Battalion Chief unless the reasons for removal from the special assignment would be cause for dismissal from City service.
- 14.01.04 When returned to the classification of Fire Battalion Chief, the employee's rate of pay shall be his or her rate immediately prior to the special assignment, plus the percent of any merit increases approved during the special assignment. However, the employee's rate of pay cannot exceed the Control Point of the salary range for Fire Battalion Chief when recalculated.
- 14.02 The positions of Police Captain and Deputy Chief of Police are considered "Special Assignment" positions. Police Captain positions shall be filled by employees at the rank of Police Lieutenant. The Deputy Chief of Police position shall be filled by employees specially assigned to the position of Police Captain. The Chief of Police shall assign employees to such special assignments and persons so assigned shall serve at the will and pleasure of the Chief of Police while in such special assignment. Incumbents do not have vested rights to these positions. The Chief of Police may end a "Special Assignment" at any time.
 - 14.02.01 An employee who is assigned to the classification of Police Captain or Deputy Chief of Police shall be given a 10% pay increase or the salary range minimum, whichever is greater. However, the 10% pay increase cannot exceed a compa-ratio of 105. If a 10% increase places the employee's salary beyond 105 compa-ratio the employee shall receive a minimum of 5% increase or an increase between 5% and 10% in order to bring the employee to 105 compa-ratio. In no case may the employee's base salary exceed the Control Point. A new merit review date shall be established in accordance with Section 8 of these Pay Policies.
 - 14.02.02 At the end of such "Special Assignment" employees shall be returned to the classification which they held at the time of the special assignment unless the reasons for removal from the assignment would be cause for dismissal from City service.
 - 14.02.03 When returned to such previously held position, the employee's rate of pay shall be the rate immediately prior to the special assignment plus the percent of any merit increase approved during the special assignment. However, the employee's rate of pay cannot exceed the Control Point of the salary range for Police Lieutenant when recalculated.

15.0 Reclassification Practices

- 15.01 A job classification and/or compensation rate may be changed as the result of a classification audit conducted by the Human Resources Department. Executive level positions are filled through appointment only. Therefore, the provisions of this Section 15 shall not apply to Executive job classifications.
- 15.02 An incumbent who is reclassified with his/her position to a job class at a higher range shall be placed at the minimum of the new range or at a rate in the range which provides a 10% pay increase, provided the rate does not exceed a compa-ratio of 105. If a 10% increase places the employee's salary beyond 105 compa-ratio the employee shall receive a minimum of 5% increase or an increase between 5% and 10% in order to bring the employee to 105 compa-ratio. In no case may the employee's salary exceed the Control Point. The employee shall be given a new merit review date in accordance with Section 8 of these Policies.
- 15.03 An incumbent who is reclassified to a job class with no change in range shall retain their current rate of pay and merit review date.
- 15.04 An incumbent who is reclassified with his/her position to a job class at a lower range shall retain their current rate of pay in the new range. If the current rate is higher than the new range Control Point, the employee's pay shall remain ("Y" Rated) until such time as the Control Point of the range for the position exceeds the employee's rate of pay.
- 15.05 An incumbent who is reclassified does not serve a probationary period.
- 15.06 An incumbent who is reclassified to the classification of Chief Utilities Systems Operator, Electrical Field Superintendent, Fire Battalion Chief, Fire Marshal, Deputy Fire Marshal, Police Lieutenant, Public Works Operations Superintendent, or Public Works Operations Field Supervisor, shall be placed at a rate in the range which provides a 15% pay increase, provided the rate does not exceed a compa-ratio of 105. If an increase places the employee's salary beyond 105 compa-ratio the employee shall receive a minimum of 5% increase or an increase between 5% and 15% in order to bring the employee to 105 compa-ratio. In no case may the employee's base salary exceed the Control Point. The employee shall be given a new merit review date in accordance with Section 8 of these Policies.
- 15.06.01 The new pay rate for reclassification to Fire Battalion Chief shall be calculated using the base hourly rate plus any assignment pay (Paramedic, Hazardous Materials or Fire/Arson Investigator) the employee was currently receiving in the bargaining unit classification at the time of reclassification.
- 15.06.02 The new pay rate for reclassification to Electrical Field Superintendent shall be calculated using the base hourly rate plus the additional "Rubber Gloving Pay" if the employee was Rubber Glove Certified and currently receiving such pay in the bargaining unit classification at the time of reclassification.
- 15.07 The Human Resources Department may recommend additional remedies to correct pay compaction problems associated with employees being paid at rates that are not internally equitable or competitive with the marketplace. These equity adjustments shall be approved by the City Manager.

16.0 Demotions

- 16.01 Employees rejected during the probationary period shall be returned to the classification in which they had regular status and to their former salary level, unless the reasons for the failure to complete probation would be cause for dismissal from City service.

- 16.02 An employee who takes a voluntary demotion to his/her former job classification shall be placed at a rate which returns the employee to their former salary status.
- 16.03 An employee who takes a voluntary demotion to any other job classification may be placed at a rate that does not provide an increase in salary. The rate of pay shall be determined by the department head. In no case shall this rate exceed the Control Point of the new class. Subsequent performance evaluations may permit placement of the employee at a higher pay rate for "extraordinary achievement" performance ratings.
- 17.0 Reduction in Salary or Suspension
- 17.01 A reduction in salary or suspension shall be in accordance with the provisions of Personnel Rule 10.02, 10.03 and 10.04.
- 18.0 Lateral Transfers
- 18.01 A lateral transfer occurs when there is a change in job classification or position assignment but there is no advancement in pay grade.
- 18.02 A lateral transfer is not accompanied by a base pay increase since the position is not being assigned to a higher pay grade. Similarly, positions being transferred from one department to another department will retain the same pay grade assignment and pay rate for the job classification.
- 19.0 Reassignment in Lieu of Layoff
- 19.01 An employee who is reassigned in lieu of layoff to a job classification at the same salary range shall retain his/her current rate of pay and merit review date.
- 19.02 If an employee is reassigned to a job classification at a lower salary range, they shall retain their current rate of pay if the rate falls within the new range. The employee shall retain their current merit review date.
- 19.03 If an employee's rate of pay exceeds the Control Point of the lower salary range, the employee's pay rate shall be adjusted downward to the Control Point of the new range. The employee shall retain his/her merit review date.
- 19.04 In no case shall an employee's rate of pay exceed the Control Point as a result of such reassignment in lieu of layoff.
- 20.0 Acting Appointments
- 20.01 For purposes of computing the appropriate pay rate, Acting Appointments shall be considered either new appointments or promotions, whichever applies. If the employee is placed in the position through a competitive process after serving in an acting capacity, the action will be a status change from Acting to Probationary and the merit review date will remain the same.

21.0 Temporary Upgrades

21.01 Employees temporarily upgraded to management job classifications shall receive upgrade pay in accordance with Personnel Rule 6, Premium Pay.

22.0 Premium Payments Under Special Conditions

22.01 Middle Management, Supervisory and Professional employees may be compensated for overtime work authorized by the appropriate Executive in accordance with Personnel Rule 6, Premium Pay.

23.0 Review and Approval Actions

23.01 The Human Resources Department is responsible for reviewing and approving proposed changes to the job descriptions and for recommending new job classifications in cooperation with the department manager or supervisor.

23.02 Executive Managers may recommend new hire or re-hire rates and promotional pay increases for their employees in consultation with the Human Resources Department. However, only the Human Resources Department has the authority to extend offers of employment and to process pay increases.

Departmental supervisors will recommend promotions and demotions as may be appropriate for their personnel. Such actions must be approved by the City Manager, Human Resources Department, and the department head, as described in the appropriate sections of these pay guidelines and Personnel Rules.

Executive Managers may request a review of classification and compensation determinations of the Human Resources Department if they do not agree with a recommendation. Such reviews must be submitted in writing to the City Manager within 30 days, including justification for a different determination, for final consideration.

24.0 Overview of Special Management Provisions

24.01 Bilingual Pay

Employees required to speak, read and/or write Spanish or other languages as well as English as part of the regular duties of their position will be compensated at the rate established in the salary resolution for eligible classifications.

24.02 Automobile Allowance

Specific classifications eligible for an automobile allowance shall be listed in the appropriate salary resolutions. Compensation for such automobile allowance shall be established by motion.