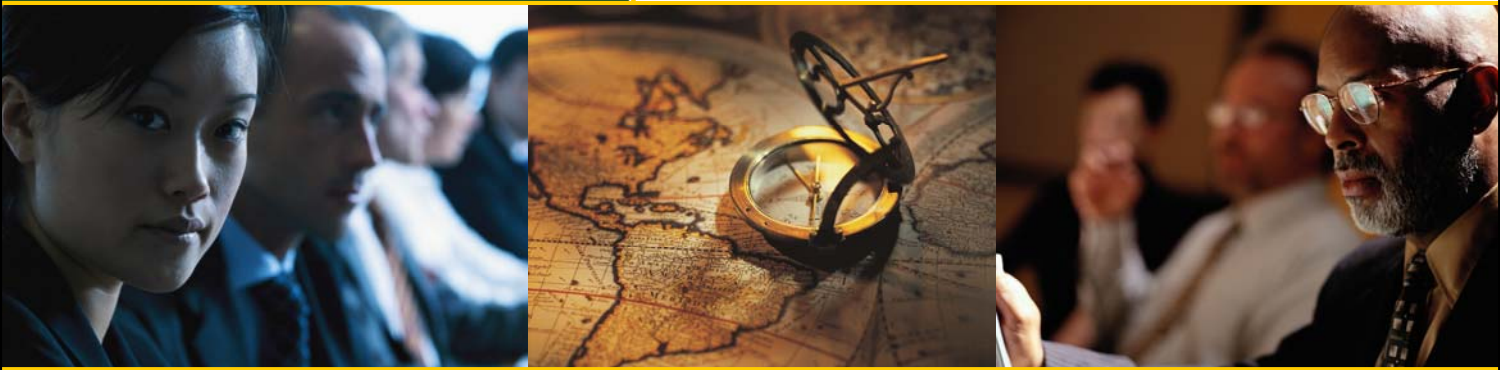


# Pay and Classification Study for Buncombe County, NC

## FINAL REPORT



Evergreen Solutions, LLC

November 19, 2018

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## Chapter 1 - Introduction

Evergreen Solutions, LLC (Evergreen) conducted a Pay and Classification Study for the Buncombe County, NC (County) beginning in January 2018. The purpose of the study was to analyze its classification and salary system and make recommendations to improve the County's competitive position in the market. The study activities involved analyzing the internal and external equity of the system and making recommendations in response to those findings.

Specifically, Evergreen was tasked with:

- holding a study kick-off meeting;
- analyzing the County's current salary structure to determine its strengths and weaknesses;
- conducting employee outreach by leading orientation and focus group sessions for employees and conducting interviews with department heads;
- facilitating discussions with the County's project team to develop an understanding of its compensation philosophy;
- collecting classification information through the Job Assessment Tool (JAT) process to analyze the internal equity of the County's classification system;
- developing recommendations for improvements to classification titles and the creation of new titles as appropriate;
- conducting a market salary survey to assess external equity (market competitiveness) of the County's current pay plan;
- developing a competitive compensation structure and slotting classifications into that structure while ensuring internal and external equity;
- developing optional methods for transitioning employees' salaries into the new structure and calculating cost estimates for implementation;
- providing the County with information and strategies regarding compensation and classification administration;
- preparing and submitting draft and final reports that summarize the study findings and recommendations; and



- updating job descriptions to reflect recommended classification changes and employee responses to the JAT, and Fair Labor Standards Act (FLSA) status recommendations.

## 1.1 STUDY METHODOLOGY

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations to improve the County’s competitive position for its classification and compensation system. Study activities included:

### **Kick-off Meeting**

The kick-off meeting allowed members of the study team from the County and Evergreen to discuss different aspects of the study. During the meeting, information about the County’s compensation and classification structure, and pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

### **Analysis of Current Conditions**

This analysis provided an overall assessment of the County’s current pay structure (plan) and related employee data at the time of the study. The pay plan and the progression of employees’ salaries through the pay ranges were examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

### **Employee Outreach**

Employee outreach consisted of orientation sessions, focus group meetings and interviews with senior leaders. The orientation sessions provided an opportunity for employees and supervisors to learn about the purpose of the study and receive specific information related to their participation in the study process. The focus group meetings and department head interviews allowed County employees, supervisors, and senior leaders to identify practices that were working well and to suggest areas of opportunities for improvement regarding the compensation and classification system, and employee benefits. The feedback received during these sessions is summarized in **Chapter 3** of this report.

### **Compensation Philosophy**

Evergreen conducted meetings with the County’s project team to develop an understanding of its position with regard to employee compensation. Several key factors were examined and provided the framework for the recommended classification and compensation system and related pay practices.



## Classification Analysis

To perform an analysis of the County’s classification system, all employees were asked during employee outreach to complete a JAT to describe the work they performed in their own words. Supervisors were then asked to review their employees’ JATs and provide additional information as needed about the position. The information provided in the completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were appropriate. Second, the JATs were evaluated to quantify, by a scoring method, each classification’s relative value within the organization. Each classification’s score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the County.

## Salary Survey

For the salary survey, peers were identified that compete with the County for human resources and provide similar services. Classifications representing a cross-section of the departments and levels of work were selected as benchmarks. After the selection of peers and benchmarks, a survey tool was developed for the collection of salary range data for each benchmark. The salary data collected during these surveys were analyzed, and a summary of the data can be found in **Chapter 4** of this report.

## Recommendations

During the review of the compensation philosophy, the County identified its desire to have a compensation system competitive with the labor market. Understanding this, and utilizing the findings of the analysis of both internal and external equity, a new classification and compensation structure was created. Next, implementation options were developed to transition employees’ salaries into the new structure (pay plan), and the associated costs of adjusting employees’ salaries were estimated. Information was provided on how to execute the recommended salary adjustments, as well as how to maintain the classification and compensation system going forward. A summary of all study findings and recommendations can be found in **Chapter 5** of this report.

## 1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Summary of Employee Outreach
- Chapter 4 – Market Summary
- Chapter 5 – Recommendations



# Chapter 2 – Assessment of Current Conditions

The purpose of this evaluation was to provide an overall assessment of the County’s compensation structure, employee salary progression, and employee counts in each department. Data included here reflect the conditions when the study began, and should be considered, as such, a snapshot in time. The insights gained from this evaluation provided the basis for further analysis through the course of this study and were not considered sufficient cause for recommendations independently. Instead, the results of this evaluation were considered during the analysis of internal equity and peer market data. Subsequently, appropriate compensation related recommendations were developed for the County and are described later in this report.

## 2.1 PAY PLAN ANALYSIS

The County administered one pay plan for full-time, part-time and temporary employees. **Exhibit 2A** illustrates the plan which had an open-range design with established minimum, midpoint, and maximum salaries. The pay plan consisted of 48 grades for 1,498 employees. Each pay grade within the plan had a range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade’s minimum) of 53 percent. There were 26 employees in appointed or elected positions (e.g., County Commissioner, County Manager, and Sheriff) that do not have salary ranges. There were also 56 Laborers, Library Substitutes and Pages not included in the pay plan that are paid flat rates and, thus, are not included in the exhibit.

**EXHIBIT 2A  
EMPLOYEE PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
50	\$ 18,774	\$ 23,750	\$ 28,726	53%	0
51	\$ 19,636	\$ 24,815	\$ 29,994	53%	0
52	\$ 20,498	\$ 25,929	\$ 31,360	53%	0
53	\$ 21,405	\$ 27,089	\$ 32,774	53%	0
54	\$ 22,357	\$ 28,297	\$ 34,237	53%	8
55	\$ 23,400	\$ 29,599	\$ 35,798	53%	0
56	\$ 24,443	\$ 30,925	\$ 37,407	53%	14
57	\$ 25,531	\$ 32,298	\$ 39,065	53%	1
58	\$ 26,710	\$ 33,766	\$ 40,821	53%	7
59	\$ 27,889	\$ 35,306	\$ 42,723	53%	23
60	\$ 29,159	\$ 36,892	\$ 44,625	53%	4
61	\$ 30,474	\$ 38,549	\$ 46,624	53%	67
62	\$ 31,835	\$ 40,254	\$ 48,672	53%	54

EXHIBIT 2A (Continued)  
EMPLOYEE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
63	\$ 33,286	\$ 42,101	\$ 50,916	53%	88
64	\$ 34,782	\$ 43,995	\$ 53,208	53%	28
65	\$ 36,324	\$ 45,936	\$ 55,549	53%	316
66	\$ 37,957	\$ 48,021	\$ 58,085	53%	121
67	\$ 39,725	\$ 50,197	\$ 60,669	53%	110
68	\$ 41,494	\$ 52,472	\$ 63,449	53%	32
69	\$ 43,353	\$ 54,815	\$ 66,278	53%	171
70	\$ 45,258	\$ 57,255	\$ 69,252	53%	28
71	\$ 47,344	\$ 59,859	\$ 72,374	53%	89
72	\$ 49,475	\$ 62,558	\$ 75,641	53%	94
73	\$ 51,652	\$ 65,329	\$ 79,006	53%	20
74	\$ 54,010	\$ 68,288	\$ 82,566	53%	42
75	\$ 56,414	\$ 71,368	\$ 86,321	53%	50
76	\$ 58,999	\$ 74,586	\$ 90,174	53%	31
77	\$ 61,629	\$ 77,950	\$ 94,270	53%	11
78	\$ 64,395	\$ 81,454	\$ 98,513	53%	17
79	\$ 67,297	\$ 85,100	\$ 102,902	53%	10
80	\$ 70,336	\$ 88,936	\$ 107,535	53%	3
81	\$ 73,465	\$ 92,914	\$ 112,363	53%	6
82	\$ 76,775	\$ 97,105	\$ 117,435	53%	5
83	\$ 80,267	\$101,485	\$ 122,702	53%	18
84	\$ 83,850	\$106,056	\$ 128,262	53%	1
85	\$ 87,659	\$110,838	\$ 134,016	53%	0
86	\$ 91,604	\$115,834	\$ 140,064	53%	6
87	\$ 95,686	\$121,020	\$ 146,355	53%	2
88	\$ 99,994	\$126,466	\$ 152,938	53%	9
89	\$104,483	\$132,149	\$ 159,815	53%	2
90	\$109,200	\$138,116	\$ 167,032	53%	2
91	\$114,097	\$144,296	\$ 174,494	53%	4
92	\$119,267	\$150,831	\$ 182,394	53%	0
93	\$124,618	\$157,652	\$ 190,685	53%	1
94	\$130,242	\$164,730	\$ 199,219	53%	0
95	\$136,102	\$172,143	\$ 208,183	53%	2
96	\$142,158	\$179,855	\$ 217,552	53%	0
97	\$148,555	\$187,948	\$ 227,341	53%	1
<b>Average / Total</b>				<b>53%</b>	<b>1498</b>

Source: Created by Evergreen Solutions from data provided by the County as of January 2018.



## 2.2 EMPLOYEE SALARY PLACEMENT BY GRADE

When assessing the effectiveness of the County's pay plan and practices, it is important to analyze where employees' salaries fell within each pay range. Identifying those areas where there may have been clusters of employees' salaries could illuminate potential pay progression concerns within the current pay plan. It should be noted that employees' salaries, and the progression of the same, is associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employees' salaries should be viewed with this context in mind.

**Exhibit 2B** illustrates the placement of employees' salaries relative to pay grade minimums and maximums. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the minimum,
- the number and percentage of employees with salaries at the minimum,
- the number and percentage of employees with salaries at the maximum, and
- the number and percentage of employees with salaries above the maximum.





**EXHIBIT 2B  
SALARY PLACEMENT  
BELOW MINIMUM AND ABOVE MAXIMUM BY GRADE**

Grade	Employees	# < Min	% < Min	# = Min	% = Min	# = Max	% = Max	# > Max	% > Max
54	8	4	50.0%	0	0.0%	0	0.0%	0	0.0%
56	14	7	50.0%	0	0.0%	0	0.0%	0	0.0%
57	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
58	7	0	0.0%	0	0.0%	0	0.0%	0	0.0%
59	23	4	17.4%	0	0.0%	0	0.0%	0	0.0%
60	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
61	67	0	0.0%	0	0.0%	0	0.0%	0	0.0%
62	54	1	1.9%	0	0.0%	0	0.0%	0	0.0%
63	88	0	0.0%	0	0.0%	0	0.0%	0	0.0%
64	28	0	0.0%	0	0.0%	0	0.0%	2	7.1%
65	316	0	0.0%	0	0.0%	0	0.0%	0	0.0%
66	121	0	0.0%	0	0.0%	0	0.0%	0	0.0%
67	110	0	0.0%	0	0.0%	0	0.0%	13	11.8%
68	32	1	3.1%	0	0.0%	0	0.0%	0	0.0%
69	171	2	1.2%	0	0.0%	0	0.0%	0	0.0%
70	28	0	0.0%	0	0.0%	0	0.0%	0	0.0%
71	89	0	0.0%	0	0.0%	0	0.0%	0	0.0%
72	94	0	0.0%	0	0.0%	0	0.0%	2	2.1%
73	20	0	0.0%	0	0.0%	0	0.0%	0	0.0%
74	42	1	2.4%	0	0.0%	0	0.0%	0	0.0%
75	50	0	0.0%	0	0.0%	0	0.0%	0	0.0%
76	31	0	0.0%	0	0.0%	0	0.0%	0	0.0%
77	11	0	0.0%	0	0.0%	0	0.0%	0	0.0%
78	17	0	0.0%	0	0.0%	0	0.0%	2	11.8%
79	10	0	0.0%	0	0.0%	0	0.0%	0	0.0%
80	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
81	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
82	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
83	18	0	0.0%	0	0.0%	0	0.0%	1	5.6%
84	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
86	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
87	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
88	9	0	0.0%	0	0.0%	0	0.0%	0	0.0%
89	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
90	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
91	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
93	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
95	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
97	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>TOTAL</b>	<b>1498</b>	<b>20</b>	<b>1.3%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>20</b>	<b>1.3%</b>

Source: Created by Evergreen Solutions from data provided by the County as of January 2018.



Employees with salaries at the grade minimum are typically new hires or are new to their classification following a recent promotion; on the other hand, employees with salaries at the grade maximum are typically highly experienced and proficient in their classification. As **Exhibit 2B** illustrates, at the time of this study, there were 20 employees with a salary below their grade minimum and 20 employees with a salary above their grade maximum.

**Exhibit 2C** illustrates the placement of employees' salaries relative to pay grade midpoints. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint,
- the number and percentage of employees with salaries near the midpoint (within five percent), and
- the number and percentage of employees with salaries above the midpoint of each pay grade.



**EXHIBIT 2C  
SALARY PLACEMENT AROUND MIDPOINT  
BY GRADE**

Grade	Employees	# < Near Mid	% < Near Mid	# Near Mid	% Near Mid	# > Near Mid	% > Near Mid
54	8	6	75.0%	1	12.5%	1	12.5%
56	14	13	92.9%	1	7.1%	0	0.0%
57	1	0	0.0%	0	0.0%	1	100.0%
58	7	7	100.0%	0	0.0%	0	0.0%
59	23	19	82.6%	4	17.4%	0	0.0%
60	4	0	0.0%	4	100.0%	0	0.0%
61	67	14	20.9%	52	77.6%	1	1.5%
62	54	40	74.1%	10	18.5%	4	7.4%
63	88	36	40.9%	17	19.3%	35	39.8%
64	28	2	7.1%	11	39.3%	15	53.6%
65	316	140	44.3%	167	52.8%	9	2.8%
66	121	80	66.1%	39	32.2%	2	1.7%
67	110	23	20.9%	39	35.5%	48	43.6%
68	32	16	50.0%	12	37.5%	4	12.5%
69	171	98	57.3%	67	39.2%	6	3.5%
70	28	11	39.3%	8	28.6%	9	32.1%
71	89	10	11.2%	71	79.8%	8	9.0%
72	94	16	17.0%	64	68.1%	14	14.9%
73	20	8	40.0%	10	50.0%	2	10.0%
74	42	12	28.6%	27	64.3%	3	7.1%
75	50	2	4.0%	40	80.0%	8	16.0%
76	31	7	22.6%	11	35.5%	13	41.9%
77	11	2	18.2%	5	45.5%	4	36.4%
78	17	2	11.8%	12	70.6%	3	17.6%
79	10	0	0.0%	3	30.0%	7	70.0%
80	3	0	0.0%	0	0.0%	3	100.0%
81	6	1	16.7%	3	50.0%	2	33.3%
82	5	1	20.0%	3	60.0%	1	20.0%
83	18	9	50.0%	8	44.4%	1	5.6%
84	1	0	0.0%	1	100.0%	0	0.0%
86	6	3	50.0%	2	33.3%	1	16.7%
87	2	0	0.0%	1	50.0%	1	50.0%
88	9	5	55.6%	2	22.2%	2	22.2%
89	2	0	0.0%	0	0.0%	2	100.0%
90	2	1	50.0%	1	50.0%	0	0.0%
91	4	1	25.0%	3	75.0%	0	0.0%
93	1	0	0.0%	0	0.0%	1	100.0%
95	2	0	0.0%	2	100.0%	0	0.0%
97	1	0	0.0%	0	0.0%	1	100.0%
<b>Total</b>	<b>1498</b>	<b>585</b>	<b>39.1%</b>	<b>701</b>	<b>46.8%</b>	<b>212</b>	<b>14.2%</b>

Source: Created by Evergreen Solutions from data provided by the County as of January 2018.

Employees with salaries close to the midpoint of a pay range should be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint. With midpoint being defined as five percent on either side of the calculated midpoint (Near Mid) there were 585 employees (39.1 percent) that had salaries below the midpoint of their respective range (< Near Mid), 701 employees (46.8 percent) had



salaries within five percent of the midpoint (Near Mid), while 212 employees (14.2 percent) had salaries above the midpoint (> Near Mid).

### 2.3 SALARY QUARTILE ANALYSIS

This section provides an additional analysis of the distribution of employees' salaries across the pay grades at the time of this study. Examining employee salary placement by grade quartile provided insight into whether clustering of employees' salaries existed within each pay grade. For this analysis, employees' salaries were slotted within one of four equal distributions. The first quartile (0-25) represents the lowest 25 percent of the pay range. The second quartile (26-50) represents the segment of the pay range above the first quartile up to the pay range's midpoint. The third quartile (51-75) represents the part of the pay range above the midpoint up to the 75th percentile of the pay range. The fourth quartile (76-100) is the highest 25 percent of the pay range. This analytical method provided an opportunity to assess how employees' salaries are disbursed throughout each grade (pay range).

**Exhibit 2D** provides a breakdown of placement of employees' salaries relative to salary quartile and provides the following:

- the pay grades,
- the number of employees per pay grade, and
- the location (by quartile) of the employees' salaries within each grade.

The County's employees' salaries were clustered around the midpoint of their pay range. In order of employee concentration, 600 employees (40.1 percent) had salaries in the second quartile of their respective pay ranges. The next largest cluster of employees' salaries was found in the third quartile with 439 employees (29.3 percent). Additionally, 356 employees (23.8 percent) had salaries in the first quartile of their respective pay ranges, while 103 (6.9 percent) earned in the fourth quartile of their respective pay ranges.



**EXHIBIT 2D  
SALARY QUARTILE ANALYSIS**

<b>GRADE</b>	<b>Total Employees</b>	<b>1st Quartile # Employees</b>	<b>2nd Quartile # Employees</b>	<b>3rd Quartile # Employees</b>	<b>4th Quartile # Employees</b>
54	8	6	1	1	0
56	14	13	1	0	0
57	1	0	0	0	1
58	7	4	3	0	0
59	23	14	8	1	0
60	4	0	4	0	0
61	67	7	54	5	1
62	54	25	20	9	0
63	88	13	30	41	4
64	28	0	8	8	12
65	316	111	68	134	3
66	121	48	68	5	0
67	110	17	22	40	31
68	32	13	11	8	0
69	171	56	56	56	3
70	28	3	10	13	2
71	89	4	34	48	3
72	94	1	70	16	7
73	20	4	12	3	1
74	42	4	33	3	2
75	50	2	36	8	4
76	31	2	13	5	11
77	11	0	5	3	3
78	17	2	5	7	3
79	10	0	2	5	3
80	3	0	0	1	2
81	6	0	4	2	0
82	5	1	0	3	1
83	18	0	13	4	1
84	1	0	1	0	0
86	6	1	2	2	1
87	2	0	0	2	0
88	9	3	4	1	1
89	2	0	0	0	2
90	2	1	0	1	0
91	4	1	1	2	0
93	1	0	0	0	1
95	2	0	1	1	0
97	1	0	0	1	0
<b>TOTAL</b>	<b>1498</b>	<b>356</b>	<b>600</b>	<b>439</b>	<b>103</b>

Source: Created by Evergreen Solutions from data provided by the County as of January 2018.



**2.4 EMPLOYEES BY DEPARTMENT**

At the time the study commenced, the County employed 1,580 individuals across 29 departments. **Exhibit 2E** depicts the number of employees and the number of classifications in each department and is intended only to provide basic information regarding how employees are distributed among departments. Also provided is the percentage breakdown of employees by department.

**EXHIBIT 2E  
EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
Air Quality	6	5	0.4%
Board of Elections	12	12	0.8%
Budget and Management Services	5	4	0.3%
Buncombe County Libraries	115	14	7.3%
CJIS	7	5	0.4%
County Manager	8	8	0.5%
Emergency Management	114	18	7.2%
Employee and Family Health	4	3	0.3%
Employee Benefits & Risk Mgmt	4	4	0.3%
Finance	18	13	1.1%
General Services	46	19	2.9%
Governing Body	12	8	0.8%
Health Center	107	30	6.8%
HR and Community Engagement	11	10	0.7%
Identification Bureau	19	6	1.2%
Information Technology	50	34	3.2%
Justice Resource Support	1	1	0.1%
Parks, Greenways & Recreation	19	9	1.2%
Performance Management	9	5	0.6%
Permits & Inspections	22	8	1.4%
Planning	17	10	1.1%
Pre-Trial Release	15	6	0.9%
Register of Deeds	16	3	1.0%
Sheriffs Department	415	61	26.3%
Social Services Dept	455	48	28.8%
Soil Conservation	8	4	0.5%
Solid Waste	21	11	1.3%
Tax Assessment	29	14	1.8%
Tax Collections	15	6	0.9%
<b>TOTAL</b>	<b>1580</b>	<b>379</b>	<b>100.0%</b>

Source: Created by Evergreen Solutions from data provided by the County as of January 2018.



As the exhibit illustrates, the largest department in the County is Social Services, with 455 employees representing 28.8 percent of the County's workforce.

## 2.5 SUMMARY

Overall, the County's compensation structure offered a firm foundation on which to improve. The key points of the current structure were:

- The County administered an open-range pay plan for 1,498 employees with 48 pay grades. Each grade had constant range spreads of 53 percent.
- The majority of County employees' salaries were clustered around the midpoint, with almost half of employees' salaries falling within five percent.

The County's pay plan provided employees with a clear pay structure and it seems that employees' salaries have progressed over time. The method by which they have progressed and should progress was examined in more detail during the review of the County's compensation philosophy.

The information gained from this review of current conditions was used in conjunction with the market analysis data and internal equity review to develop recommendations for a competitive compensation plan that would best align with the County's compensation philosophy moving forward. These recommendations can be found in **Chapter 5** of this report.



## Chapter 3 - Summary of Employee Outreach

Following the study kick-off, an Evergreen Solutions consultants visited the County in February 2018 to conduct Employee Outreach. The process consisted of facilitating orientation and focus group meetings with employees and supervisors, as well as conducting interviews with department heads. During the orientation sessions the consultant provided information to participants about the goals of the study and their role in the study process. The meetings were offered to all employees for attendance in person, or via live stream platform at any of the multiple live meetings. During the focus group meetings and department head interviews questions were asked that were designed to gather feedback on several topics related to the study.

Outreach meetings were well attended with approximately 14% of the workforce participating in person in meetings or for some senior leaders, individually by telephone. To provide an opportunity for those who could not attend a session to provide input, an electronic survey was made available to all employees which included the same questions. Evergreen received 125 employee responses (input) utilizing this method. Participant responses via all methods were reviewed and provided the study team valuable information regarding the employees' and leaders' perceptions of the current compensation and classification system. Summarized below are their comments, perceptions and suggestions related to each topic area.

### **3.1 GENERAL FEEDBACK**

Most employees expressed significant satisfaction with the salary and benefits they received from the County. Employment stability and a good working environment were also noted as positive contributors for their continued employment with County. Additionally, they commented that:

- they appreciate the County's very good benefits package;
- they like providing service to the community; and
- overall, they enjoy the work they perform.

While most of the comments received during outreach were very positive, the feedback in general indicated they did not have a good understanding of the County's compensation and classification system and/or compensation philosophy. Specifically, they did not understand on what basis salaries were progressed and would like to see clear paths for career development or career ladders. In most meetings, employees mentioned and wanted to be certain that Evergreen was aware of and considered the high cost of living in the local area.



### 3.2 COMPENSATION

During the meetings and through the electronic survey, employees expressed the following beliefs related to the County's compensation system:

- while existing salary ranges may be competitive, they were not widely available/known/published;
- starting salaries for new hires are not sufficient in some areas to attract qualified staff; and
- there should be incentive compensation for employees with additional qualifications, training, and or certifications; e.g. bilingual skills.

### 3.3 CLASSIFICATION

Employee outreach participants expressed the following relating to the County's classification system:

- there does not seem to be clear career paths or opportunities for advancement;
- some classifications should have multiple levels to distinguish different levels of work performed; and
- employees were often promoted based on their technical expertise rather than or without consideration for their leadership skills; which did not always lead to positive outcomes.

### 3.4 MARKET PEERS

Meeting and survey participants were asked to identify organizations they considered to be market peers competing for employees performing similar work. In addition to the urban counties (Catawba, Cumberland, Durham, Forsyth, Gaston, Guilford, Mecklenburg, New Hanover, Wake), and cities (Asheville, Charlotte, Durham, Fayetteville, Gastonia, Greensboro, Hickory, Raleigh, Wilmington, Winston-Salem), the County considers its peers, listed below are organizations employees cited and which Evergreen considered when developing the list of peers for the salary survey:

- Henderson County, NC;
- Madison County, NC;
- Orange County, NC;
- Union County, NC;
- Mission Health System; and
- VA Medical Center.

### 3.5 BENEFITS

Although a review of employee benefits was not a focus of this study, interview and focus group participants were asked for feedback in this regard. Overall, the majority of employees expressed great appreciation for the County's benefits both provided and offered. Longevity pay, health care, the employee health clinic, retirement and the 401K plan were mentioned as contributors to the common belief that the County provides significantly better benefits than other employers in the area. Some concern was expressed, however, for new hires who did not receive the same levels of employee benefits in some areas.

### 3.6 PERFORMANCE EVALUATION

While not a focus of the study, Evergreen consultants asked outreach participants what features they would like to see/have in a performance evaluation system (process/forms). Their input is summarized below:

- a number of employees stated that the process (though not utilized uniformly across the County) had little value since salary increases were not linked to the results;
- most employees expressed that an evaluation form/tool and official process should be developed and consistently utilized;
- some stated they would like an evaluation form that reflected work performed specific to their job; and
- if instituted County-wide, mechanisms should be put in place to provide consistency in how supervisors evaluate employees' performance.

### 3.7 SUMMARY

Overall, employees expressed satisfaction with working for the County and appreciated the generous benefits package. They were encouraged about the direction that current leadership is taking while remaining reserved regarding positive outcomes as a result of this study. As well, they generally believed that the County's compensation system was not clear or well understood, and they would like to see classification system changes to ensure that job titles accurately reflect the work being performed.

The concerns expressed and reported above are common and exist in many organizations today. The County's commitment to seeking employee input and feedback regarding the compensation and classification system is a positive step toward improvement in these areas. The input received during employee outreach served to provide a foundation for understanding the current environment while conducting the remainder of the study. It was considered when developing the recommendations provided in **Chapter 5** of this report.

## Chapter 4 – Market Summary

This chapter provides a market analysis in which the County's salary ranges were compared to the salary ranges at peer organizations. The data from targeted market peers were used to evaluate the overall compensation at the County at the time of this study. It is important to note that the market comparisons contained herein do not translate well at the individual employee level and are instead used to provide an overall analysis. Therefore, this is not intended to evaluate salaries paid to individuals as this compensation is determined through a combination of factors which could typically include: the demand for a job, a candidate's prior experience, or an individual's negotiation skills during the hiring process.

Furthermore, it should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions change and, in some cases, change quickly; so, while market surveys are useful for making updates to salary structures or benefits provided to employees, they must be done at regular intervals if the County wishes to remain current with its market peers and market salary trends.

### 4.1 SALARY SURVEY RESULTS

Evergreen collected pay range information from target organizations utilizing a salary survey tool. This included selecting benchmark classifications to be surveyed. The desired outcome of benchmarking was to select a cross-section of the County's classifications so that those surveyed made up a subset of all work areas and job levels. The job title, a description of assigned duties, and the education and experience requirements for each benchmarked classification were provided in the survey tool so that peers could determine if the position existed within their organization.

Evergreen received concurrence from the County regarding the target peers to which the survey was provided. Several factors were utilized when developing the peer list, including geographic proximity to the County, organization size, and the relative population being served by the organization. All collected data were adjusted for cost of living using a national cost of living index factor which allowed salary dollars from organizations outside of the immediate recruiting area to be adjusted for the cost of living relative to the County. **Exhibit 4A** provides the list of market peers from which data were collected from 18 peers for 85 benchmark classifications.



**EXHIBIT 4A  
MARKET PEERS**

Market Peers
City of Asheville, NC
City of Charlotte, NC
<b>City of Concord, NC</b>
<b>City of Durham, NC</b>
<b>City of Fayetteville, NC</b>
<b>City of Gastonia, NC</b>
<b>City of Greensboro, NC</b>
<b>City of Hickory, NC</b>
<b>City of Raleigh, NC</b>
<b>City of Wilmington, NC</b>
City of Winston-Salem, NC
<b>Cabarrus County, NC</b>
<b>Catawba County, NC</b>
<b>Cumberland County, NC</b>
<b>Durham County, NC</b>
Forsyth County, NC
<b>Gaston County, NC</b>
<b>Guilford County, NC</b>
<b>Mecklenburg County, NC</b>
<b>New Hanover County, NC</b>
<b>Union County, NC</b>
<b>Wake County, NC</b>
Mission Health
MAHEC
UNC-A

\*Bold indicates data collected from peer

As an outcome of this study, the County expressed a desire to have a salary structure competitive with the market average. To determine the position of the existing structure, Evergreen compared the County’s salary ranges for the benchmark classifications to this position. **Exhibit 4B** provides a summary of the comparison and contains the following:

- The market salary range information for each classification. This indicates the market minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.



- The percent differentials (to the County’s existing salary ranges). A positive differential indicates the County was above the market average for that classification at the minimum, midpoint, or maximum. A negative differential indicates the County was below the desired market position for that classification. The final row provides the average percent differentials for the minimum, midpoint, and maximum for all surveyed classifications.
- The survey average range width (spread). This provides the average range width for each classification surveyed determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for each classification is provided in the 2<sup>nd</sup> to last column, and the average range width for all of the classifications collectively is provided in the final row. The number of responses collected for each classification is provided in the final column and the average number of responses for all the classifications is provided in the final row.

**EXHIBIT 4B  
SALARY SURVEY SUMMARY**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Average Range Width	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Accountant	\$45,873.48	16.9%	\$60,259.47	13.7%	\$74,645.45	11.5%	62.9%	17
Accounting Technician II	\$32,929.62	3.2%	\$42,907.42	0.3%	\$52,885.23	-1.6%	60.7%	17
Administrative Assistant I	\$33,154.34	10.7%	\$43,059.40	8.3%	\$52,964.47	6.7%	59.8%	17
Assistant County Manager	\$109,846.21	21.0%	\$145,634.59	17.2%	\$181,422.98	14.7%	65.3%	15
Automotive Mechanic	\$34,821.75	-7.0%	\$45,403.09	-10.4%	\$55,984.42	-12.5%	60.8%	16
Branch Manager	\$44,763.19	-10.3%	\$59,207.87	-15.4%	\$73,652.54	-18.8%	64.8%	8
Budget & Management Services Director	\$90,857.38	28.7%	\$121,737.90	24.4%	\$152,618.41	21.7%	68.2%	13
Budget Analyst	\$54,645.42	17.0%	\$72,371.97	13.1%	\$90,098.51	10.5%	65.1%	17
Budget Manager	\$70,480.73	14.1%	\$94,601.83	8.8%	\$118,722.92	5.3%	68.7%	10
Building Maintenance Supervisor	\$42,264.90	4.6%	\$54,876.10	2.0%	\$67,487.31	0.4%	59.7%	10
Business Officer I	\$57,419.68	23.5%	\$75,873.63	20.1%	\$94,327.58	17.9%	64.5%	10
Code Enforcement Officer II	\$40,888.16	3.6%	\$53,466.32	0.3%	\$66,044.49	-1.8%	61.6%	13
Controller	\$80,621.53	21.1%	\$106,982.62	17.2%	\$133,343.70	14.7%	65.7%	10
County Manager	\$138,003.45	-	\$187,132.36	-	\$226,658.76	-	64.4%	8
Data Management/Performance Analyst	\$53,368.60	15.3%	\$70,481.20	11.5%	\$87,593.80	9.1%	64.3%	11
Deputy Register of Deeds I	\$37,130.28	8.5%	\$48,997.07	4.5%	\$60,863.86	1.8%	64.1%	10
Detective	\$45,073.41	-1.7%	\$59,577.94	-6.3%	\$74,082.47	-9.4%	64.5%	6
Detention Officer I	\$35,522.12	4.3%	\$46,233.66	1.5%	\$56,945.20	-0.3%	60.5%	8
Director of Elections	\$73,161.01	28.4%	\$98,103.83	24.1%	\$123,046.64	21.3%	68.5%	10
Director of Performance Management	\$81,992.70	16.2%	\$109,506.93	11.5%	\$137,021.16	8.4%	67.3%	6
Electrical Specialist	\$35,368.58	16.6%	\$45,912.65	14.4%	\$56,456.72	12.9%	59.7%	11
Emergency Services Director	\$87,992.28	24.5%	\$118,518.70	19.6%	\$149,045.13	16.4%	69.6%	10
EMT-Intermediate	\$33,554.10	5.6%	\$43,398.11	3.5%	\$53,242.11	2.1%	58.9%	5
EMT-Paramedic	\$38,890.46	4.2%	\$50,745.84	1.1%	\$62,601.22	-1.0%	61.1%	6
Engineering Inspections Coordinator	\$60,520.02	40.8%	\$79,569.66	38.4%	\$98,619.30	36.9%	63.2%	5
Environmental Health Specialist	\$40,764.98	8.0%	\$53,764.07	4.0%	\$66,763.15	1.4%	63.8%	12
Evidence & Property Technician	\$31,587.71	28.7%	\$41,799.68	25.4%	\$52,011.64	23.2%	64.8%	10
Finance Director	\$98,658.92	-	\$132,730.32	-	\$166,801.71	-	69.2%	16
Foreign Language Interpreter	\$29,688.38	8.7%	\$38,761.85	5.8%	\$47,835.32	3.8%	61.3%	9
General Services Director	\$96,688.05	5.4%	\$130,169.99	-0.7%	\$163,651.92	-4.7%	69.5%	10
Health & Human Services Director	\$103,009.60	11.7%	\$138,048.37	6.4%	\$173,087.14	2.9%	68.3%	10



**EXHIBIT 4B**  
**SALARY SURVEY SUMMARY (CONTINUED)**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Average Range Width	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Heavy Equipment Operator	\$32,074.37	1.4%	\$41,382.29	-0.6%	\$50,690.20	-1.9%	58.1%	12
Help Desk Specialist I	\$38,423.79	-3.5%	\$50,543.64	-7.7%	\$62,663.48	-10.4%	63.2%	12
Human Resources Analyst I	\$48,237.87	-4.3%	\$63,106.19	-7.8%	\$77,974.50	-10.2%	61.8%	16
Human Resources Director	\$95,241.92	18.3%	\$122,442.91	17.0%	\$149,643.89	16.1%	56.8%	16
Human Resources Manager	\$67,474.36	-2.5%	\$90,673.90	-8.9%	\$113,873.44	-13.1%	68.9%	13
Identification Technician II	\$32,948.63	-1.3%	\$43,773.39	-6.4%	\$54,598.15	-9.8%	65.7%	6
Income Maintenance Administrator II	\$58,627.20	14.8%	\$77,268.08	11.2%	\$95,908.96	8.8%	63.8%	9
Income Maintenance Caseworker II	\$34,715.57	6.5%	\$45,493.90	3.1%	\$56,272.24	0.9%	62.3%	10
Information Security Engineer	\$59,467.05	1.4%	\$78,237.99	-2.6%	\$97,008.92	-5.3%	63.3%	13
Information Technology Analyst	\$49,575.62	2.0%	\$64,653.30	-1.1%	\$79,730.98	-3.1%	60.8%	12
Information Technology Director	\$97,351.79	12.8%	\$129,767.47	8.1%	\$162,183.15	5.0%	66.8%	16
Information Technology Manager	\$76,387.53	18.4%	\$100,946.39	14.7%	\$125,505.25	12.3%	64.6%	11
Investigative, Assessment & Treatment Social Worker	\$44,389.15	12.2%	\$57,881.15	9.5%	\$71,373.15	7.7%	61.0%	10
IT Service Desk Manager	\$63,018.75	4.2%	\$83,967.57	-0.9%	\$104,916.39	-4.2%	66.7%	10
Library Director	\$87,340.93	21.7%	\$118,785.86	15.8%	\$150,230.78	12.0%	72.2%	12
Maintenance Technician I	\$31,837.67	2.1%	\$41,290.39	-0.4%	\$50,743.12	-2.0%	59.5%	12
Major	\$70,281.41	2.2%	\$93,089.50	-2.4%	\$115,897.59	-5.5%	65.1%	12
Multimedia Specialist	\$41,244.08	6.9%	\$54,815.70	2.2%	\$68,387.32	-1.0%	66.0%	10
Nutritionist II	\$40,433.32	8.7%	\$53,337.66	4.8%	\$66,242.01	2.2%	64.0%	8
Office Assistant III	\$29,461.73	-3.4%	\$38,010.62	-5.3%	\$46,559.51	-6.6%	58.1%	12
Page	\$22,142.56	-	\$28,754.61	-	\$35,366.67	-	60.0%	9
Paralegal	\$38,454.13	13.2%	\$50,188.58	10.4%	\$61,923.04	8.6%	61.1%	17
Park Ranger	\$30,217.56	-1.4%	\$39,247.15	-4.1%	\$48,276.74	-5.9%	60.0%	8
Patrol Deputy	\$36,841.69	5.0%	\$48,239.90	1.7%	\$59,638.11	-0.5%	62.0%	17
Payroll Supervisor	\$48,063.24	-3.9%	\$62,896.94	-7.5%	\$77,730.65	-9.8%	61.8%	10
Physician Director II-A	\$126,492.40	16.7%	\$170,872.01	11.0%	\$215,251.63	7.4%	70.4%	8
Planner II	\$50,271.60	-3.9%	\$65,885.37	-7.7%	\$81,499.13	-10.2%	62.3%	13
Planning Director	\$89,436.02	23.3%	\$118,903.16	19.4%	\$148,370.30	16.8%	66.0%	17
Plans Reviewer	\$49,451.81	6.3%	\$63,681.83	4.6%	\$77,911.86	3.5%	57.7%	6
Procurement Manager	\$59,643.96	9.4%	\$79,059.23	5.0%	\$98,474.51	2.2%	65.3%	14
Public Health Nurse II	\$47,244.30	14.4%	\$62,448.75	10.5%	\$77,653.20	8.0%	64.6%	13
Public Relations Coordinator	\$45,192.15	-2.0%	\$59,347.04	-5.9%	\$73,501.93	-8.5%	62.8%	13
Quality Assurance Specialist I	\$48,747.54	19.2%	\$63,601.84	16.6%	\$78,456.13	14.9%	61.1%	7
Real Property Appraiser II	\$41,587.83	1.9%	\$54,561.28	-1.7%	\$67,534.72	-4.1%	62.5%	10
Recreation Director	\$91,001.91	11.0%	\$120,663.28	6.6%	\$150,324.65	3.8%	65.5%	12
Recreation Services Program Manager	\$47,189.44	-6.5%	\$61,946.59	-10.6%	\$76,703.75	-13.2%	62.7%	9
Register of Deeds	\$74,308.58	-	\$101,257.41	-	\$121,360.57	-	63.7%	8
Risk Manager	\$59,936.99	-4.0%	\$79,484.87	-9.0%	\$99,032.74	-12.3%	65.4%	14
Senior Attorney II	\$89,119.17	16.5%	\$119,403.14	11.6%	\$149,687.10	8.4%	68.1%	12
Social Work Program Manager	\$57,749.27	4.2%	\$76,346.35	-0.2%	\$94,943.44	-3.0%	64.6%	9
Software Engineer	\$56,860.16	-3.0%	\$74,490.95	-6.7%	\$92,121.74	-9.2%	62.1%	12
Soil Conservationist	\$39,130.96	7.7%	\$51,281.12	4.4%	\$63,431.29	2.2%	62.3%	8
Solid Waste Director	\$79,413.43	15.2%	\$107,506.15	9.2%	\$135,598.87	5.3%	70.9%	10
Solid Waste Manager	\$63,663.69	18.9%	\$85,003.06	14.3%	\$106,342.43	11.4%	67.3%	12
Solid Waste Scale Operator	\$28,194.70	-3.3%	\$36,060.32	-4.5%	\$43,925.94	-5.3%	55.9%	11
SW Program Director/DSS Program Director	\$94,617.34	18.9%	\$127,054.96	13.8%	\$159,492.59	10.6%	68.8%	10
Systems Administrator	\$54,959.67	-8.7%	\$72,314.57	-13.1%	\$89,669.47	-16.0%	63.3%	12
Tax Assessor	\$79,129.51	7.7%	\$105,328.50	2.8%	\$131,527.49	-0.3%	66.4%	8
Tax Collector	\$66,983.01	10.8%	\$89,131.92	6.1%	\$111,280.84	3.1%	66.4%	13
Tax Revenue Collector	\$34,520.75	7.0%	\$45,269.72	3.6%	\$56,018.70	1.3%	62.4%	12
Telecomm/Operations Supv	\$60,223.93	8.5%	\$79,865.87	4.1%	\$99,507.81	1.2%	65.4%	10
Telecommunicator	\$30,806.08	9.4%	\$40,448.14	6.0%	\$50,090.20	3.7%	62.8%	12
Veteran Services Officer	\$41,397.00	14.4%	\$54,347.25	11.2%	\$67,297.49	9.0%	62.7%	10
Voter Registration Specialist	\$31,176.51	12.3%	\$40,857.68	9.1%	\$50,538.85	7.1%	62.3%	10
<b>Overall Average</b>		<b>9.0%</b>		<b>5.1%</b>		<b>2.7%</b>	<b>63.8%</b>	<b>11.0</b>



## Market Minimums

A starting point of the analysis was to compare the peer's market minimum for each classification to the County's range minimums. Market minimums are generally considered as an entry level salary for employees who meet the minimum qualifications of a classification. Those employees with salaries at or near the range minimums typically are unlikely to have mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 4B** illustrates, for the benchmarked classifications, the County was, on average, approximately 9.0 percent above market at the minimum of the respective salary ranges. The following observations can be made based on the collected data:

- The surveyed position differentials ranged from 10.3 percent below market minimum in the case of the Branch Manager classification to 40.8 percent above market for the Engineering Inspections Coordinator classification.
- Of the 85 classifications surveyed with differentials, 17 classifications (20.0 percent) had differentials below market at the minimum.

## Market Midpoint

Market midpoints are important to consider because they are commonly recognized as the salary point at which employees are fully proficient in satisfactorily performing their work. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect his or her salary to be placed.

As **Exhibit 4B** illustrates, for the benchmarked classifications, the County was, on average, 5.1 percent above market at the midpoint of the respective salary ranges. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 15.4 percent below market midpoint in the case of the Branch Manager classification to 38.4 percent above market for the Engineering Inspections Coordinator classification.
- Of the 85 classifications surveyed with differentials, 26 classifications (30.1 percent) had differentials below market at the midpoint.

## Market Maximums

In this section, the average of the peer salary range maximums is compared to the County's range maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing employees. Additionally, being competitive at the maximum allows organizations to attract highly qualified individuals for in-demand classifications.





As **Exhibit 4B** illustrates, the County’s benchmarked positions were, on average, 2.7 percent above market at the maximum of the respective salary ranges. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 18.8 percent below market maximum in the case of the Branch Manager classification to 36.9 percent above market for the Engineering Inspections Coordinator classification.
- Of the 85 classifications surveyed with differentials, 33 classifications (38.8 percent) were below market at the maximum.

## 4.2 MARKET SUMMARY

From the analysis of the data gathered in the external market assessment discussed above, the benchmark classifications’ salary ranges were primarily found to be above the County’s desired position at the market average. The review of the data indicated the County would benefit from implementing an adjusted competitive pay plan (salary ranges) structured more similarly to its peers. This recommendation, as well as others related to the study, can be found in the next chapter of this report.





## Chapter 5 - Recommendations

The analysis of the County's classification and compensation system revealed several areas of opportunity for improvement. Evergreen worked to build on the strength of the existing pay structure while placing focus on developing a more competitive compensation system and a sound classification structure. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

### 5.1 CLASSIFICATION SYSTEM

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles, outdated job descriptions, and inconsistent titles across departments.

In this analysis of the County's classification system, Evergreen collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JAT's, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of the County's classifications. The MIT process provided supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen reviewed and utilized the data provided in both as a basis for the recommendations below.

#### **FINDING**

Overall, the classification system utilized by the County was sound. However, there were some instances of titles that could be modified to better reflect the tasks assigned to the position.

**RECOMMENDATION 1: Revise the titles of some classifications, collapse titles for some positions, and expand titles for other positions.**

**Exhibit 5A** provides a list of the recommended changes to the classification system. Not listed are minor changes e.g., spelling out abbreviated words; however, listed are modifications to entire classifications and those that had changes for one or two employees in a classification. The foundation for all recommendations was the work performed by employees as described in their JAT's, best practices in the Human Resources field, or unique needs which required a specific titling method.



**EXHIBIT 5A  
PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Recommended Class Title
Accountant I	Senior Accountant
Accountant II	Senior Accountant
Accounting Technician III	Senior Accounting Technician
Accounting Technician IV	Senior Accounting Technician
Accounting Technician V	Accounting Specialist I
Administrative Assistant I	Administrative Assistant
Administrative Assistant I	Administrative Officer
Administrative Assistant I	Administrative Support Specialist IV
Administrative Assistant I	Information Technology Office Manager
Administrative Assistant I	Project Coordinator
Administrative Assistant II	Administrative Assistant
Administrative Assistant II	Emergency Services Specialist
Administrative Assistant III	Administrative Assistant
Administrative Assistant III	EMS Office Manager
Administrative Assistant III	Exemption Specialist
Administrative Officer II	Compliance Officer
Administrative Technician I	Administrative Support Specialist IV
Administrative Technician II	Office Manager
Air Quality Field Svs Prog Mgr	Air Quality Field Services Program Manager
Air Quality Permitting Prg Mgr	Air Quality Permitting Program Manager
Assistant Supervisor	CDE Supervisor
Automotive Mechanic	Mechanic I
Building Maintenance Supervisor	Maintenance Coordinator
Bus/Personal Prop Appraiser I	Bus Property Appraiser I
Business Officer I (HHS)	Business Administrator II
Business Officer II	Business Administrator III
Business Officer IV	Performance Management Director
Business Systems Analyst I	Information Technology Systems Administrator I
Business Systems Analyst I	Website Administrator I
Business Systems Analyst II	Information Technology Systems Administrator I
Business Systems Analyst II	Information Technology Systems Administrator II
Business Systems Manager	Information Technology Systems Manager
Business Systems Spec III	Information Technology Manager
Business Systems Specialist I	Information Technology Systems Administrator II
Business Systems Specialist II	Information Technology Systems Administrator III
CAPT PROF STANDARDS	Professional Standards Captain
Chief Real Property Appraiser	Chief Property Appraiser - Supervisor
Clerical	Administrative Support Specialist II
Communications Specialist III	Information Technology Manager
Community Development Spec II	Strategic Partnerships Business Officer
Coordinator Health Services I	Health Services Coordinator
Crime Prevention Assistant	Administrative Support Specialist I



**EXHIBIT 5A**  
**PROPOSED CLASSIFICATION CHANGES (CONTINUED)**

Current Class Title	Recommended Class Title
Data Systems Specialist I	Database Administrator I
Data Systems Specialist II	Database Administrator II
Data Systems Specialist III	Data Administration Manager
Data Systems Specialist III	Information Technology Manager
Deputy Register of Deeds II	Deputy Register of Deeds Supervisor
Desktop Support Specialist I	Desktop Support Specialist II
Desktop Support Specialist II	Desktop Support Specialist III
Detention Officer I	Detention Officer
EH Director II	Environmental Health Administrator
Election Admin Specialist	Business Systems Specialist I
Election Education Specialist	Election Specialist
Electrical Specialist	Lead Electrical Specialist
EMT-Intermediate	Emergency Medical Technician - Advanced
EMT-P Shift Supervisor	EMS Operations Supervisor
Engineering Inspections Coord	Building Inspections Director
Environmental Health Specialist	Environmental Health Specialist I
Environmental Health Supv II	Environmental Health Supervisor
Facilities Maintenance Coord	Facilities Coordinator
Facility Maintenance Supervisor IV	Facilities and Construction Coordinator
Facility Maintenance Supv II	Facilities Maintenance Supervisor
Foreign Language Interpreter	Foreign Language Interpreter I
GIS Technician II	GIS/Land Records Analyst - Supervisor
Help Desk Specialist I	Desktop Support Specialist I
Help Desk Specialist II	Desktop Support Specialist II
HS PROGRAM CONSULTANT III	Human Resources Coordinator I
Human Resources Analyst I	Human Resources Analyst
Human Resources Analyst II	Benefits Administrator
Human Resources Analyst II	Senior Human Resources Analyst
Human Resources Technician	Human Resources Technician I
Human Resources Technician	Human Resources Technician II
Human Serv Planner/Eval I	Management Analyst
Human Serv Planner/Eval II	Management Analyst
Human Serv Planner/Eval III	Management Analyst
Human Serv Planner/Eval III	Strategic Partnerships Director
Human Serv Prog Consultant I	Human Services Program Consultant
Human Srv Bus Intell Anlst II	Business Intelligence Analyst II
Human Srv Bus Intell Anlst II	Information Technology Manager
Information Tech Manager	Information Technology Division Manager
INFRASTRUCTURE ARCHITECT	Information Technology Systems Manager
Infrastructure Engineer	Information Technology Systems Engineer I
Internal Auditor	Internal Audit Director
Internal Auditor Supervisor	Audit Manager



**EXHIBIT 5A**  
**PROPOSED CLASSIFICATION CHANGES (CONTINUED)**

Current Class Title	Recommended Class Title
Investigatorial Assistant	Administrative Support Specialist IV
IT Operational Svs Mgr	Information Technology Division Manager
IT Service Desk Manager	Information Technology Manager
Lead Developer/Manager	Information Technology Manager
Library Assistant I	Library Assistant
Library Assistant II	Library Assistant
Library Associate	Library Specialist
Library Associate (H)	Library Associate
Library Clerk	Preservation Specialist
Local Admin Secretary II	Administrative Support Specialist III
Local Admin Secretary III	Administrative Support Specialist III
Lt. of Professional Standards	Lieutenant - Training, Technology and Community Outreach
Maintenance Technician I (G)	Maintenance Technician II
Maintenance Worker	Maintenance Technician I
Maintenance Worker	Maintenance Technician II
Management Analyst III	Management Analyst Supervisor
MEDICAL LAB TECHNICIAN II	Laboratory Technician
Nutrition Program Director I	Nutrition Program Manager
Nutritionist II (Supv)	Nutritionist Supervisor
Office Assistant I	Administrative Support Specialist I
Office Assistant I	Administrative Support Specialist II
Office Assistant II	Administrative Support Specialist I
Office Assistant III	Administrative Support Specialist II
Office Assistant III	Identification Technician I
Office Assistant IV	Administrative Support Specialist II
Office Assistant IV	Administrative Support Specialist III
Office Assistant IV	Administrative Support Specialist IV
Office Assistant IV	Database Coordinator
Office Assistant IV	Maintenance Technician I
Office Assistant IV	Purchasing Assistant
Office Assistant V	Administrative Support Specialist III
Office Assistant V	Administrative Support Specialist IV
Page	Library Page
Patrol Shift Supervisor	Lieutenant of Field Operations
Personal Property Manager	Personal Property Manager- Supervisor
Personnel Analyst II	Employee Relations Officer
Personnel Analyst II	Human Resources Manager
Personnel Technician III	Human Resources Technician I
Personnel Technician III	Senior Human Resources Analyst
PH Nurse Consult II	Public Health Nurse Administrator
Physician Extender II	Physician Extender
Planner I	Recreation Services Program Coordinator



**EXHIBIT 5A**  
**PROPOSED CLASSIFICATION CHANGES (CONTINUED)**

Current Class Title	Recommended Class Title
Planner II	Emergency Planner
Planner III	Business Administrator I
Planning Technician	Environmental Enforcement Specialist
Plans Reviewer	Assistant Director Building Inspections
Pre-Trial Release Supervisor	Pre-Trial Release Program Manager
PROGRAM CONSULANT I	Justice Resource Coordinator
Program Consultant I	Family Justice Coordinator
Public Information Assistant V	Public Information Assistant
Public Relations Coord/OMgr	Public Relations Coordinator
Public Safety Facility Tech	Public Safety Training Facility Technician
Real Property Appraiser II	Exemption Specialist
Real Property Appraiser II	Property Appraiser II
Real Property Appraiser III	Commercial Appraiser
Real Property Appraiser III	Property Appraiser III - Commercial Appraisal Supervisor
Real Property Appraiser III	Property Appraiser III - Exemption Supervisor
REC BUSINESS SVS OFFICER	Recreation Office Manager
Recreation Director	Parks and Recreation Director
Senior Infrastructure Engineer	Information Technology Infrastructure Analyst II
Senior Infrastructure Engineer	Information Technology Security Analyst II
Senior Reassurance Coordinator	Reassurance Coordinator
Senior Systems Engineer	End User Technology Architect
Senior Systems Engineer	Information Technology Infrastructure Analyst III
Sheriff's Administrative Asst	Executive Assistant
Sheriff's Communication Supv	Communication Supervisor
Sheriff's Dispatcher I	Telecommunicator
Sheriff's Dispatcher II	Senior Telecommunicator
Software Developer I	Information Technology Systems Administrator II
Software Services Manager	Assistant Information Technology Director
Software Services Manager	Information Technology Division Manager
Soil Conservation Engineer	Soil Conservation Director
Staff Development Specialist I	Staff Development Specialist
Systems Administrator	Information Technology Systems Engineer I
Systems Architect	Information Technology Systems Manager
Systems Engineer	Information Technology Security Analyst I
Tax Clerk II	Tax Clerk
Tax Revenue Collector III	Tax Collections Supervisor
Telecommunicator	EMS Telecommunicator
Telecommunicator Supervisor	EMS Operations Supervisor
User Experience Developer	Website Administrator III
VETERANS SERVICE OFFICER	Veterans Service Officer II
Voter Registration Specialist	Election Specialist



## FINDING

When comparing the County's current job descriptions to the work described by employees in the JAT's, Evergreen Solutions noted some tasks that were missing from the current job descriptions. This can happen over a period of time if the descriptions are not reviewed and updated on a regular basis. As well, some tasks in one classification are often reassigned to another classification. As such, these changes make it necessary for an organization to update its job descriptions regularly to ensure each job description accurately reflects the work performed.

**RECOMMENDATION 2: Revise all job descriptions to include updated classification information provided in the JAT, and review job descriptions annually for accuracy.**

The process of reviewing and updating the County's job descriptions as well as comments received from employees and supervisors during outreach revealed they did not, in some cases, accurately reflect current work performed. To minimize this becoming a concern again in the future, Evergreen recommends a regular review of these descriptions, and FLSA status determinations. To the extent possible, a review of the employee's assigned job classification (description) should occur concurrent with his/her annual performance evaluation, if conducted. This would be an appropriate time to review the job description for the classification as it should accurately represent the work the employee will perform during an evaluation period. Review of the FLSA determination as well as other aspects of the job, such as physical requirements required to perform essential functions will also ensure consistent, continuous compliance with the American's with Disabilities Act (ADA) protection. At the time of this report, Evergreen was in the process of revising the job descriptions for all classifications. These will be provided to the County under separate cover.

## 5.2 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, The County's pay ranges for selected benchmark classifications were compared to the average of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report.

During the internal equity assessment, consideration of the relationships between and the type of work being performed by the County's employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the classifications that quantified the classification's level of five separate compensatory factors (Leadership, Working Conditions, Complexity, Decision-Making, and Relationships). The level for each factor was determined based on responses to the JAT. The results of both analyses were utilized when developing the recommendations below.

## FINDING

The County's salary ranges were ahead of its desired market position for many of the benchmark classifications at the minimum, midpoint, and maximums. Implementing a revised pay structure would provide the County with cost reductions for future compensation practices while also maintaining the ability to attract, hire and retain employees.



**RECOMMENDATION 3:** Maintain a competitive open-range pay plan aligned with the County's compensation philosophy that reflects its desired market position and best practices; slot all classifications into the plan based on external and internal equity; and implement the revised structure by transitioning employees' salaries into the plan.

**Exhibit 5B** shows the proposed open-range pay plan for all employees with 42 pay grades, numbered 54 through 95. The range spreads are a constant 65.0 percent in all grades.

**EXHIBIT 5B  
PROPOSED PAY PLAN**

Grade	Minimum	Midpoint	Maximum
54	\$ 22,849	\$ 30,275	\$ 37,700
55	\$ 23,915	\$ 31,687	\$ 39,459
56	\$ 24,981	\$ 33,099	\$ 41,218
57	\$ 26,093	\$ 34,573	\$ 43,053
58	\$ 27,298	\$ 36,170	\$ 45,042
59	\$ 28,503	\$ 37,767	\$ 47,030
60	\$ 29,801	\$ 39,486	\$ 49,171
61	\$ 31,145	\$ 41,267	\$ 51,389
62	\$ 32,535	\$ 43,109	\$ 53,683
63	\$ 34,018	\$ 45,074	\$ 56,130
64	\$ 35,548	\$ 47,101	\$ 58,654
65	\$ 37,123	\$ 49,189	\$ 61,254
66	\$ 38,792	\$ 51,399	\$ 64,007
67	\$ 40,599	\$ 53,794	\$ 66,989
68	\$ 42,407	\$ 56,189	\$ 69,971
69	\$ 44,307	\$ 58,707	\$ 73,107
70	\$ 46,254	\$ 61,286	\$ 76,319
71	\$ 48,386	\$ 64,111	\$ 79,836
72	\$ 50,564	\$ 66,997	\$ 83,430
73	\$ 52,789	\$ 69,945	\$ 87,101
74	\$ 55,199	\$ 73,138	\$ 91,078
75	\$ 57,655	\$ 76,393	\$ 95,131
76	\$ 60,297	\$ 79,893	\$ 99,489
77	\$ 62,985	\$ 83,455	\$ 103,925
78	\$ 65,812	\$ 87,201	\$ 108,590
79	\$ 68,778	\$ 91,131	\$ 113,484
80	\$ 71,883	\$ 95,245	\$ 118,607
81	\$ 75,081	\$ 99,483	\$ 123,884





**EXHIBIT 5B**  
**PROPOSED PAY PLAN (CONTINUED)**

Grade	Minimum	Midpoint	Maximum
82	\$ 78,464	\$ 103,965	\$ 129,466
83	\$ 82,033	\$ 108,694	\$ 135,355
84	\$ 85,694	\$ 113,545	\$ 141,396
85	\$ 89,588	\$ 118,704	\$ 147,819
86	\$ 93,620	\$ 124,046	\$ 154,473
87	\$ 97,791	\$ 129,573	\$ 161,355
88	\$ 102,194	\$ 135,407	\$ 168,620
89	\$ 106,782	\$ 141,486	\$ 176,190
90	\$ 111,602	\$ 147,873	\$ 184,143
91	\$ 116,608	\$ 154,505	\$ 192,402
92	\$ 121,891	\$ 161,506	\$ 201,120
93	\$ 127,360	\$ 168,752	\$ 210,144
94	\$ 133,107	\$ 176,367	\$ 219,626
95	\$ 139,096	\$ 184,302	\$ 229,509

After developing the revised pay plan, Evergreen slotted each proposed classification into the appropriate pay range in the recommended plan. Both internal and external equity were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. The resulting recommended pay grades for each of the County's classifications are shown in **Exhibit 5C**. It should also be noted that the recommended classification titles are utilized in the exhibit.





**EXHIBIT 5C  
PROPOSED PAY GRADES**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Laborer Library Page Security Guard Warrant Officer	54	\$22,848.77	\$30,274.62	\$37,700.47
Administrative Support Specialist I Community Health Assistant Library Assistant Recreation Program Specialist Solid Waste Utility Worker	56	\$24,980.70	\$33,099.43	\$41,218.16
Transfer Station Operator	57	\$26,093.01	\$34,573.24	\$43,053.47
Solid Waste Scale Operator	58	\$27,298.03	\$36,169.89	\$45,041.74
Administrative Support Specialist II Library Substitute Senior Citizens Affairs Tax Data Collector I	59	\$28,503.03	\$37,766.51	\$47,030.00
Emergency Medical Technician - Advanced	60	\$29,800.73	\$39,485.97	\$49,171.20
Accounting Technician I Administrative Support Specialist III Database Coordinator Identification Technician I Park Ranger Transportation Officer Trainee	61	\$31,144.77	\$41,266.82	\$51,388.87
Foreign Language Interpreter I Heavy Equipment Operator Identification Technician II Library Associate Library Associate	62	\$32,535.16	\$43,109.09	\$53,683.01
Maintenance Technician I Preservation Specialist Purchasing Assistant Scale House Supervisor Tax Clerk Transfer Truck Driver I	63	\$34,018.24	\$45,074.17	\$56,130.10
Accounting Technician II Administrative Support Specialist IV Customer Service Specialist EMS Telecommunicator EMT - Paramedic Heavy Equipment Mechanic Operator Identification Technician III Income Maintenance Caseworker I Lead Income Maintenance Caseworker I Library Specialist Mechanic I Public Information Assistant Reassurance Coordinator Telecommunicator				



**EXHIBIT 5C  
PROPOSED PAY GRADES (CONTINUED)**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Election Preparation Specialist Election Specialist Erosion Control Technician Foreign Language Interpreter II Maintenance Technician II Mechanic II	64	\$35,547.68	\$47,100.68	\$58,653.68
Administrative Assistant Administrative Officer Assist Sheriff Comm Supv Bus Property Appraiser I Court Bailiff Deputy Courthouse Security Detention Officer Human Resources Technician I Income Maintenance Caseworker II Income Maintenance Trainer Land Records Technician I PC Specialist I Planning Technician Pre-Trial Services Screener Senior Telecommunicator Sheriff's Data Technician Tax Revenue Collector	65	\$37,123.46	\$49,188.58	\$61,253.70
Civil Deputy Civil Deputy (Commitment) Code Enforcement Officer I Emergency Services Specialist Facilities Coordinator Facilities/Safety Officer Information and Communication Specialist I Laboratory Technician Maintenance Coordinator Maintenance Technician III Nutritionist I Patrol Deputy Project Coordinator	66	\$38,791.93	\$51,399.31	\$64,006.68
Arson Investigator Civil Execution Officer Deputy Register of Deeds I Desktop Support Specialist I Evidence & Property Technician Executive Assistant Human Resources Technician II Income Maintenance Caseworker III Income Maintenance Investigator II Land Records Technician II Librarian I PC Specialist II Senior Accounting Technician	67	\$40,599.43	\$53,794.25	\$66,989.06



**EXHIBIT 5C  
PROPOSED PAY GRADES (CONTINUED)**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Assistant Fire Marshal	68	\$42,406.94	\$56,189.20	\$69,971.46
Code Enforcement Officer II				
Community Services Consultant				
Desktop Support Specialist II				
Electrical Specialist				
HVAC Specialist				
Nutritionist II				
Park Ranger Supervisor				
Planner I				
Plumbing Specialist				
Property Appraiser II				
Public Safety Training Facility Technician				
Recreation Services Program Coordinator				
Video Technician				
Accounting Specialist I	69	\$44,307.14	\$58,706.97	\$73,106.79
Air Quality Specialist				
CDE Supervisor				
Classification Officer				
Crime Prevention Supervisor				
Crime Scene Analyst				
Deputy Clerk to the Board				
Deputy Register of Deeds II				
Desktop Support Specialist III				
Elections Technical Specialist				
EMS Office Manager				
Environmental Health Specialist I				
Exemption Specialist				
Field Investigator				
Income Maintenance Supervisor II				
Income Maintenance Trainer Supervisor				
Information Technology Office Manager				
Lead Electrical Specialist				
Librarian II				
Multimedia Specialist				
Office Manager				
Paralegal				
Patrol Area Leader				
PC Specialist III				
Pre-Trial Release Coordinator				
Public Relations Coordinator				
Quality Assurance Program Consultant I				
Recreation Office Manager				
Shift Supervisor				
Social Worker II				
Staff Development Specialist				
Strategic Partnerships Business Officer				
Veterans Service Officer I				



**EXHIBIT 5C  
PROPOSED PAY GRADES (CONTINUED)**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Code Enforcement Officer III Code Enforcement Officer III (Lead) Communication and Outreach Coordinator Deputy Register of Deeds Supervisor Detective EMT-P Shift Supervisor -Temp GIS Technician I Human Resources Analyst Personnel and Training Officer Pre-Trial Release Supervisor Recreation Services Program Manager Sergeant Animal Control Supervisor Sergeant Jail Shift Supervisor Soil Conservationist Tax Collections Supervisor	70	\$46,253.70	\$61,286.15	\$76,318.60
Accounting Specialist II Commercial Appraiser Communication Supervisor Communications Director Detective Supervisor Diesel Mechanic Environmental Enforcement Specialist Environmental Health Program Specialist Environmental Health Specialist II Financial Analyst I Grounds Maintenance Supervisor IM Supervisor III Income Maintenance Trainer Manager Information and Communication Specialist II Librarian III Medical Lab Technologist I Nutritionist Supervisor Operations and Facilities Coordinator Power Plant Operator Quality Assurance Program Consultant II Senior Air Quality Specialist Sergeant Detective Social Worker III Solid Waste Coordinator Transfer Station Coordinator Veterans Service Officer II	71	\$48,385.63	\$64,110.96	\$79,836.29



**EXHIBIT 5C  
PROPOSED PAY GRADES (CONTINUED)**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Officer II				
Benefits Administrator				
Business Systems Specialist I				
Civil Process Supervisor				
Community Development Specialist I				
Compliance Officer				
Emergency Planner				
Erosion Control Officer				
Fleet Manager				
GIS Analyst				
GIS/Land Records Analyst - Supervisor				
Human Services Program Consultant				
Information Technology Systems Administrator I	72	\$50,563.91	\$66,997.19	\$83,430.46
Investigation, Assessment, and Treatment Social Worker				
Lieutenant Facilities Administrator				
Lieutenant Shift Supervisor				
Planner II				
Pre-Trial Release Program Manager				
Property Appraiser III - Exemption Supervisor				
Property Appraiser III - Commercial Appraisal Supervisor				
Senior Human Resources Analyst				
Social Work Supervisor II				
Social Work Trainer				
Soil Scientist				
Website Administrator I				
Air Quality Supervisor				
Assistant Investigations Administrator				
Building Maintenance Supervisor				
EMS Operations Supervisor				
EMS Telecommunications Supervisor				
EMS Training Officer				
Environmental Health Specialist III				
Facilities Maintenance Supervisor				
Information and Communication Specialist III				
Librarian IV				
Lieutenant Assistant Investigations Administrator				
Lieutenant Information Officer	73	\$52,788.53	\$69,944.80	\$87,101.08
Lieutenant of Field Operations				
Lieutenant of Professional Standards				
Lieutenant School Resource Supervisor				
Lieutenant -Training, Technology and Community Outreach				
Nutrition Program Manager				
Operations and Facilities Supervisor				
Plans Reviewer				
Quality Assurance Specialist I				
Safety Officer				
Vehicle Maintenance Supervisor				
Veterans Service Officer Supervisor				



**EXHIBIT 5C  
PROPOSED PAY GRADES (CONTINUED)**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accountant	74	\$55,198.54	\$73,138.07	\$91,077.60
Assistant Director Building Inspections				
Business Systems Specialist II				
Communicable Disease Nurse				
Community Development Specialist II				
Database Administrator I				
HS Program Consultant II				
Information Technology Infrastructure Analyst I				
Information Technology Security Analyst I				
Information Technology Systems Administrator II				
Information Technology Systems Engineer I				
Payroll Supervisor				
Public Health Nurse II				
Software Developer I				
Website Administrator II				
Administrative Officer III	75	\$57,654.90	\$76,392.75	\$95,130.59
Chief Property Appraiser - Supervisor				
Environmental Health Supervisor				
Income Maintenance Administrator II				
Operations and Facilities Manager				
Personal Property Manager- Supervisor				
Public Health Nurse III				
Quality Assurance Specialist II				
Social Services Program Coordinator				
Social Work Supervisor III				
Social Work Trainer Supervisor				
Solid Waste Manager (Engineering)	76	\$60,296.65	\$79,893.05	\$99,489.46
Training Specialist				
Air Quality Field Services Program Manager				
Air Quality Permitting Program Manager				
Bioreactor Manager/Operator				
Civil Process Administrator				
Database Administrator II				
End User Technology Architect				
Family Justice Coordinator				
Human Resources Coordinator I				
Information Technology Infrastructure Analyst II				
Information Technology Security Analyst II				
Information Technology Systems Administrator III				
Internal Auditor				
Investigations Administrator				
Justice Resource Coordinator				
Patrol Administrator				
Professional Standards Captain				
Risk Manager				
Social Work Program Manager				
Social Work Trainer Manager				
Software Developer II				
Website Administrator III				



**EXHIBIT 5C  
PROPOSED PAY GRADES (CONTINUED)**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Budget Analyst Database Administrator III Facilities and Construction Coordinator Health Services Coordinator Information Technology Infrastructure Analyst III Information Technology Security Analyst III Planner III Quality Assurance Specialist II Software Developer III	77	\$62,984.74	\$83,454.78	\$103,924.83
Business Intelligence Analyst II Deputy Fire Marshal Human Resources Coordinator II Information Technology Manager Procurement Manager Public Health Nurse Supervisor II Senior Accountant Service and Continuity Manager Software Services Division Manager Stormwater Engineer/Hydrologist Sustainability Officer	78	\$65,811.87	\$87,200.73	\$108,589.59
Budget Analyst II Business Administrator I Management Analyst	79	\$68,778.04	\$91,130.91	\$113,483.77
Audit Manager Budget Manager ERP Systems Administrator Human Resources Manager Information Technology Systems Manager Major Solid Waste Manager	80	\$71,883.24	\$95,245.30	\$118,607.35
Attorney I Building Inspections Director Business Administrator II Environmental Health Administrator Management Analyst Supervisor Clerk to the Board	81	\$75,081.14	\$99,482.52	\$123,883.89
County Social Services Program Administrator I Employee Relations Officer Human Services Analyst Supervisor Information Technology Division Manager Public Health Nurse Administrator Soil Conservation Director	82	\$78,464.43	\$103,965.37	\$129,466.31
Attorney II Business Administrator III Controller Internal Audit Director Pharmacist Physician Extender Public Safety Training Facility Manager	83	\$82,033.10	\$108,693.86	\$135,354.62



**EXHIBIT 5C  
PROPOSED PAY GRADES (CONTINUED)**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Air Quality Director Director of Elections Parks and Recreation Director Performance Management Director Solid Waste Director Strategic Partnerships Director Tax Assessor Tax Collector	84	\$85,694.47	\$113,545.18	\$141,395.88
Attorney Supervisor I Budget Director Emergency Services Director Identification Director Library Director Planning Director Senior Attorney I	85	\$89,587.57	\$118,703.53	\$147,819.49
County Social Services Program Administrator II Local Health Director I	86	\$93,619.70	\$124,046.10	\$154,472.51
Finance Director General Services Director Human Resources Director Information Technology Director Senior Attorney II	87	\$97,790.87	\$129,572.91	\$161,354.94
Health and Human Services Director	88	\$102,193.79	\$135,406.77	\$168,619.75
Assistant County Manager	90	\$111,602.10	\$147,872.78	\$184,143.47
Physician III-A	92	\$121,891.00	\$161,505.58	\$201,120.15
Physician Director II-A	93	\$127,359.87	\$168,751.83	\$210,143.79

After assigning pay grades to classifications, the next step was to develop appropriate methods (options) for transitioning employees' salaries into the revised plan. This was done utilizing equitable methods (options) for calculating salaries in the new pay plan and determining whether adjustments were necessary to individual salaries to bring them to their calculated salary. Evergreen calculated and provided optional transition methods in implementing the new plan. At the time of this report, the County was considering the following method.

### **Bring Employees' Salaries to New Minimums**

Employees' salaries were compared to the minimums of their classification's proposed pay ranges. If an employee's salary was below his or her classification's pay range minimum, an adjustment was proposed to raise the individual's salary to the minimum.

Additionally, a calculation was performed in accordance with the County's Personnel Ordinance Manual, which states that employees may receive a pay increase of up to 4.5% after 6 months of employment. As part of the transition method, each full-time employee with 6 or more months of tenure would receive an adjustment to 4.5% greater than their respective pay range minimums, if previously below. This methodology was used in an effort to prevent





future new employees from receiving a similar salary adjustment that would raise their salary higher than more tenured employees.

Utilizing this approach, adjustments were then recommended for 92 total employees with an approximate total annualized cost of **\$117,450**. This is the approximate cost for salary adjustments (only) and does not include the associated costs for employee benefits.

### 5.3 SYSTEM ADMINISTRATION

The County's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

**RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.**

While it is unlikely that the pay plan in total will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the County should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, it may be necessary for the County to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

**RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years.**

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the County in less than desirable position for recruiting and retaining quality employees.

**RECOMMENDATION 6: Review and revise, as appropriate, guidelines for progressing employee salaries through the pay plan, including those for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.**

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the County to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.



### Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA) across the board, time based, and employee performance based. The County intends to continue utilizing across the board adjustments as its primary method of salary progression. At the time of this report, the County was considering utilizing performance based salary increases in the future. It is recommended that the County continuously evaluate, as it has with this study, its salary progression methods for employees and make changes to align with its compensation philosophy as appropriate.

### New Hires

Typically, an employee holding the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. However, for recruiting purposes the County needs the ability to offer salaries to new employees that consider prior related experience. It is recommended that the County continue to allow flexibility when establishing new employee salaries. It is also important, however, when determining new hire salaries to, when possible, preserve the internal equity of employees' salaries within the classification.

### Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moving the salary into the new pay grade, and ensuring internal equity in the new classification. For example, a range of three to seven percent increase is common today, with consideration given to preserving the internal equity of employees' salaries within the classification. The County has established promotion guidelines which will continue to require review going forward to remain current with best practice.

### Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as his or her current classification or when an employee's classification stays the same, but his or her department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if his or her current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

## **5.4 SUMMARY**

The recommendations in this chapter provide an update to the compensation and classification system for the County's employees. If implemented, the recommendations will enhance the County's competitiveness in the labor market. By implementing the new pay plan, it will have a responsive compensation system for several years to come. While the upkeep of this will require work, the County will find that having a more competitive compensation



system that enhances strong recruitment and employee retention is well worth this commitment.

