MULTI-YEAR COMPENSATION PROJECT OVERVIEW

• Evergreen Solutions (2018)
  o Primary focus was on current structure as compared to peers
  o Identified internal work that was needed for Buncombe County to move forward

  o Findings determined that there were four focus areas to help build a stronger compensation foundation: County Compensation Philosophy, Finalized job descriptions, ERP data, and internal compensation analysis

• Compensation Workgroup (2019)
  o A cross-functional team with representation from 22 County Departments
  o Purpose: To develop a comprehensive philosophy statement supplemented by related policies.
  o Goal: To establish criteria for how Buncombe County can attract and retain a diverse and qualified workforce that meets the needs of its customers as well as provide consistent pay strategies that meet departmental goals

• Compensation Study (2020 - 2021)
  o 4 Phases that span FY20 Q4 – FY22
  o Purpose: To analyze, draw conclusions and make short and long term recommendations regarding employee pay.
  o Goal: To right size employee compensation, job classifications, job descriptions and the compensation grading system for Buncombe County.
BUNCOMBE COUNTY’S COMPENSATION PHILOSOPHY

To achieve and maintain a superior level of service and performance, Buncombe County must continue to attract and retain a highly skilled and motivated workforce who exemplify the organization’s values.

The intent is to accomplish this by:

• Leading the labor market by offering externally competitive and internally equitable pay and benefits amongst peers within and outside of Western North Carolina
• Recognizing and rewarding outstanding performance
• Acknowledging our employees as our most valuable asset by supporting a healthy work-life balance
• Honoring and leveraging individuals’ diverse strengths and talents through employee development and career advancement opportunities in an innovative environment
• Nurturing a supportive culture through respect and accountability across all levels of the organization
Job Analysis and Descriptions
- Review job analysis information and write Q1-Q4 job descriptions
- Define compensable factors

Deadline: 11/1/20

Job Evaluation and Market Study
- Review internal classification and pay disparities and identify opportunities to improve equity
- Survey market peers for salary data
- Identify job family structure

Deadline: 12/31/20

Compensation Planning & Changes
- Provide presentation for consideration of options for addressing pay inconsistencies
- Establish a plan to right size internal compensation issues

Deadline: 1/30/21

Salary Administration
- Establish Compensation Grading System
- Finalize pay calculations taking into consideration the new grading system, market data, career progression plans, compression and budget constraints

Deadline: FY22

Phase 1
Phase 2
Phase 3
Phase 4
On-going
PHASE 3 OVERVIEW

• Designed internal salary comparison tool

• Analyzed pay equity within classifications and pay grades across County departments

• Reviewed salary grade minimums to ensure adherence to Buncombe County’s Personnel Ordinance as well as FLSA rules

• Documented findings from three categories and assigned a priority level:
  o Finding 1: Race and Gender Equity Analysis - No issues found
  o Finding 2: Minimum Grade Placement
  o Finding 3: Classification Issues
CONTINUING WORK

As we move into Phase 4:

• Finalize changes from Phase 3 findings
  • Address identified Classification issues

• Establish a new Compensation Grading System using new Job Families

• Analyze market survey results

• Develop multi-year plan for addressing pay equity taking into consideration the new grading system, market data, career progression plans, compression and budget constraints
IMMEDIATE NEXT STEPS

For your awareness:

• Phase 3 compensation changes needed: 31.
  • Equates to $53,256

• No budget amendment is needed. This can be absorbed in current years budget.

• Changes to be effective March 1, 2021.
CONSIDERATION

• Approval the use of lapsed salary to fund the classification findings.
Questions