



INTERNAL COMPENSATION STUDY UPDATE

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MULTI-YEAR COMPENSATION PROJECT OVERVIEW

- **Evergreen Solutions (2018)**
 - Primary focus was on current structure as compared to peers
 - Identified internal work that was needed for Buncombe County to move forward
- **Position & Pay Report (2019)**
 - 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)**
 - **A cross-functional team with representation from 22 County Departments**
 - **Purpose:** To develop a comprehensive philosophy statement supplemented by related policies.
 - **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)**
 - **4 Phases that span FY20 Q4 – FY22**
 - **Purpose:** To analyze, draw conclusions and make short and long term recommendations regarding employee pay.
 - **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



COMPENSATION STUDY PROJECT PLAN

Phase 1

Job Analysis and Descriptions

- Review job analysis information and write Q1-Q4 job descriptions
- Define compensable factors

Deadline: 11/1/20

Phase 2

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

Phase 3

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

Phase 4

On-going

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 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:
 - Finding 1: Race and Gender Equity Analysis - **No issues found**
 - Finding 2: Minimum Grade Placement
 - 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

