



# Compensation Study Update

Sharon Burke, HR Director

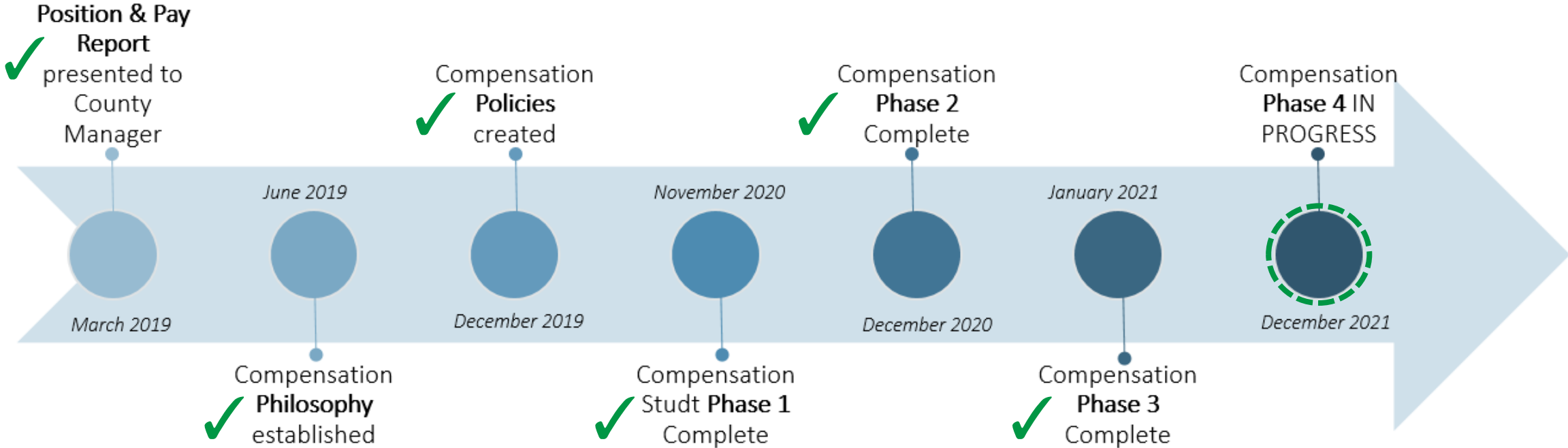


# Multi-Year Compensation Project Overview

- **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 Q2**
  - **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.

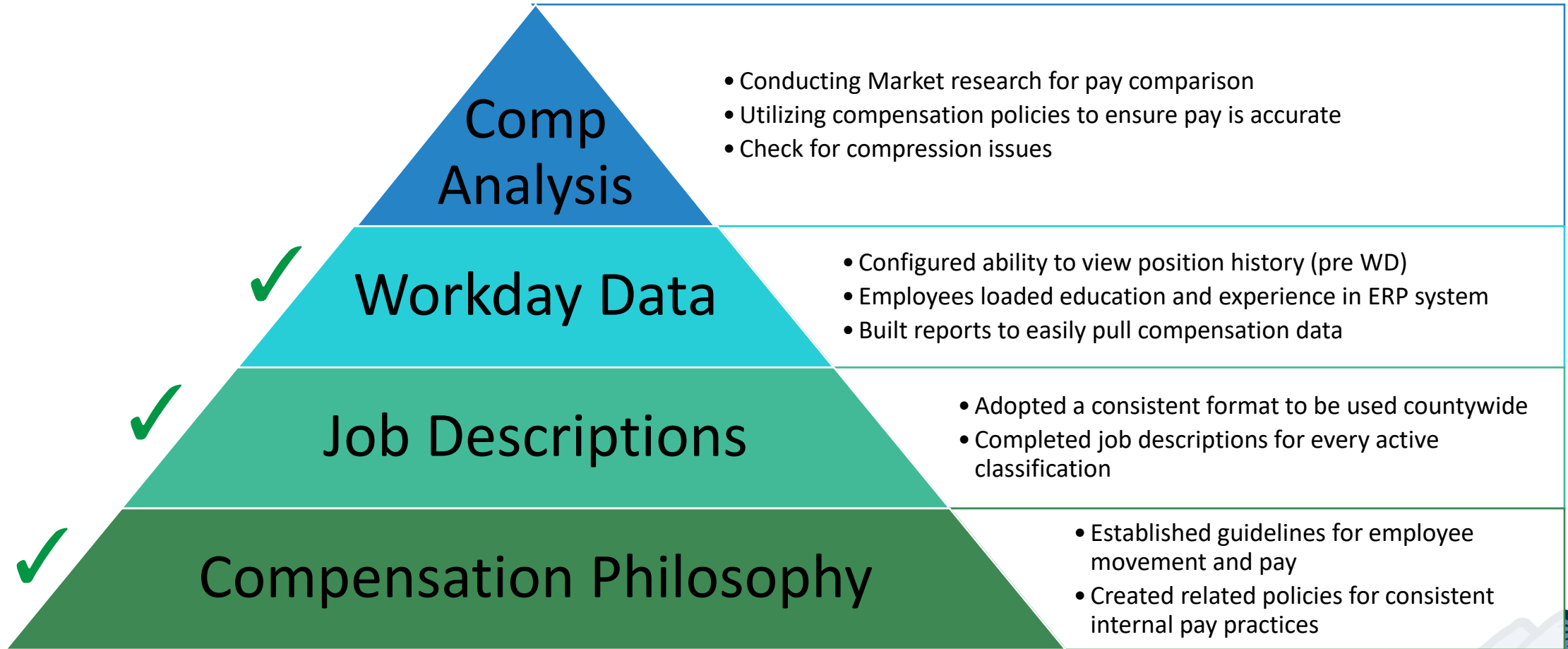


# Multi Year Project Timeline



# 2019 Position & Pay Project Findings

## Progress to Date



# Compensation Workgroup

## Accomplishments:

- Documented current state of internal pay practices
- Developed a Compensation Philosophy
- Defined future guidelines for pay through proposed policies
- Identified necessary changes to the Personnel Ordinance as it relates to employee compensation



# 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 and Changes

- Provide presentation to CM with consideration of options for addressing pay inconsistencies
- Establish a 2-3 year plan to right size internal compensation issues

Deadline: 1/30/21

## Phase 4

### 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

**Findings & Report Deadline to County Manager 12/31/21**



# Identified Market Peers

- Included NC Local Government Organizations
- Top 10 NC Counties
- Added destination locations – Similar to Asheville
  
- Normalized Data Using the Bureau of Economic Analysis (BEA) Regional Price Parities (RPP)
  - Measures difference in price levels across states and metropolitan areas expressed as a percentage of the overall national price level

## North Carolina:

Durham	Gaston
Guilford	Cabarrus
New Hanover	Henderson
Mecklenburg	Asheville City
Cumberland	Union
Wake	Madison
Catawba	Orange
Forsyth	

## Outside of North Carolina:

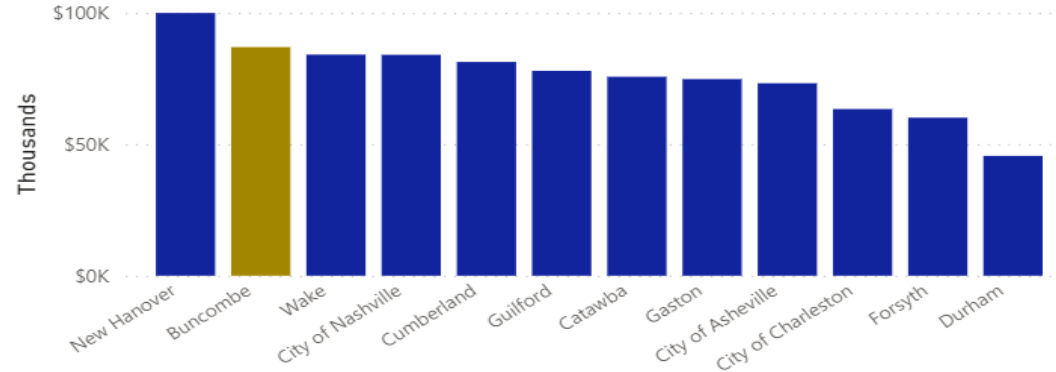
Greenville, SC	Charleston, SC
Nashville, TN	Bend, OR





# Market Survey Results

**12**  
Responses



Job Title/Classification  
Internal Auditor

Organization	Job Title/Classification	Normalized Average Salary (100% RPP)	Salary Grade Minimum	Salary Grade Median	Salary Grade Maximum	Match Level	FLSA STATUS
City of Nashville	Internal Auditor	\$84,018.28	\$71,522.84	\$85,975.06	\$100,427.23		Exempt
Buncombe	Internal Auditor	\$86,948.29				Exact	Exempt
Catawba	Internal Auditor	\$75,673.30	\$53,885.00	\$71,397.50	\$88,910.00	Exact	Exempt
City of Asheville	Internal Auditor	\$73,189.96	\$54,515.09	\$69,779.32	\$85,043.55	Exact	Exempt
City of Charleston	Internal Auditor	\$63,387.40	\$54,587.00	\$68,234.00	\$81,881.00	Exact	Exempt
Forsyth	Internal Auditor	\$60,113.83	\$47,008.00	\$63,450.40	\$79,892.80	Exact	Exempt
Guilford	Internal Auditor	\$77,905.70	\$56,355.00	\$75,703.50	\$95,052.00	Exact	Exempt
New Hanover	Internal Auditor	\$99,916.42	\$62,839.00	\$84,832.50	\$106,826.00	Exact	Exempt
Gaston	Internal Auditor	\$74,760.40	\$54,355.00	\$70,661.50	\$86,968.00	Fair	Exempt
Cumberland	Internal Auditor	\$81,293.53	\$53,924.32	\$72,339.84	\$90,755.35	Good	Exempt
Durham	Internal Auditor	\$45,571.36	\$43,360.00	\$60,704.00	\$78,048.00	Good	Exempt
Wake	Internal Auditor	\$84,093.15	\$61,480.00	\$83,000.00	\$104,520.00	Good	Exempt

**83.33%**  
Percent of Respondents Paying less than BC

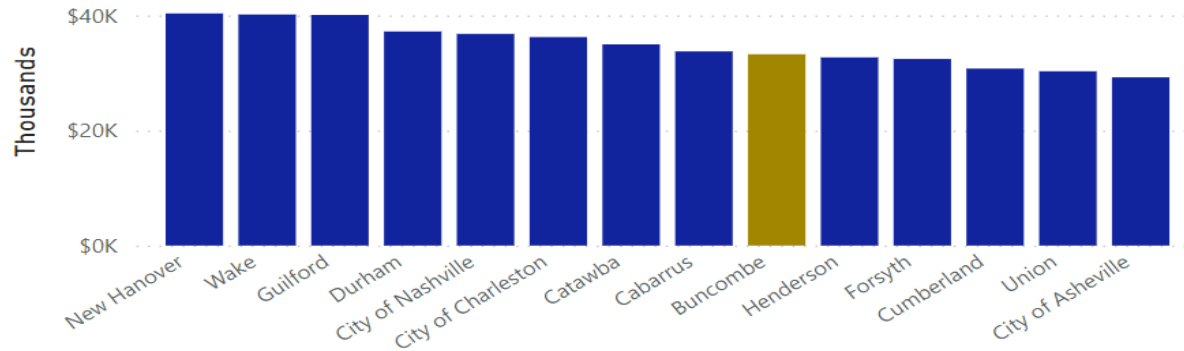
**10**  
Pay Less than Buncombe

**8.33%**  
Percent of Respondents Paying more than BC

**1**  
Pay More than Buncombe

# Market Survey Results

**13**  
Responses



Job Title/Classification

Administrative Support Associate I

Organization	Job Title/Classification	Normalized Average Salary (100% RPP)	Salary Grade Minimum	Salary Grade Median	Salary Grade Maximum	Match Level	FLSA STATUS
Buncombe	Administrative Support Associate	\$33,259.20	\$26,010.13	\$34,463.42	\$42,916.70		Non Exempt
Catawba	Administrative Support Associate	\$34,977.76	\$27,201.00	\$36,041.50	\$44,882.00	Exact	Non Exempt
City of Charleston	Administrative Support Associate	\$36,242.54	\$28,797.60	\$35,997.00	\$43,196.40	Exact	Non Exempt
Cumberland	Administrative Support Associate	\$30,772.78	\$26,011.66	\$34,894.49	\$43,777.30	Exact	Non Exempt
Guilford	Administrative Support Associate	\$40,086.08	\$31,154.00	\$40,374.50	\$49,595.00	Exact	Non Exempt
City of Asheville	Administrative Support Associate	\$29,250.00	\$24,455.08	\$31,302.44	\$38,149.80	Fair	Non Exempt
Cabarrus	Administrative Support Associate	\$33,757.82	\$31,200.00	\$38,303.20	\$45,406.40	Good	Non Exempt
City of Nashville	Administrative Support Associate	\$36,802.88	\$31,574.87	\$36,310.98	\$41,047.09	Good	Non Exempt
Durham	Administrative Support Associate	\$37,213.81	\$30,915.00	\$43,281.00	\$55,647.00	Good	Non Exempt
Forsyth	Administrative Support Associate	\$32,455.45	\$26,172.07	\$35,332.30	\$44,492.52	Good	Non Exempt
Henderson	Administrative Support Associate	\$32,704.88	\$27,580.00	\$37,023.50	\$46,467.00	Good	Non Exempt
New Hanover	Administrative Support Associate	\$40,350.20	\$31,200.00	\$42,120.00	\$53,040.00	Good	Non Exempt

**38.46%**

Percent of Respondents Paying less than BC

**5**

Pay Less than Buncombe

**61.54%**

Percent of Respondents Paying more than BC

**8**

Pay More than Buncombe

# CURRENTLY WORKING ON....

- ❑ Job families and compensable factors for the organization.
- ❑ Classification and pay change recommendations utilizing the **new pay plan**, internal compensation analysis and market data.
  - Note: Compression and job market demand will be considered our final recommendations.



# Questions?

