



Salary Study Overview

Presented by

Human Resources



BUNCOMBE COUNTY



Compensation Project Multi-Year 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.



Project Timeline

Phase 1

Job Analysis and Descriptions

- Review job analysis information and write Q1-Q4 job descriptions
- Define Market Peers and prepare survey

Deadline: 11/1/20

Phase 2

Job Evaluation and Market Study

- Survey market peers for salary data
 - Identify job family structure
 - Define compensable factors
- Create data models for reviewing salary results and internal pay

Deadline: 12/31/20

Phase 3

Internal Equity Analysis

- Analyze internal classification and pay disparities and identify opportunities to improve equity
- Provide CM with recommendations for addressing pay inconsistencies

Deadline: 1/30/21

Phase 4

Compensation Planning and Salary Administration

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

Deadline: 12/31/21



Phase 4

Bringing it all together



Market Evaluation

Analysis of Salary Surveys

- Surveyed 16 agencies for 177 benchmark job classifications
 - Utilized agency reported match levels
 - Gathered salary grade range and average pay for job
 - Normalized data by applying the Regional Price Parity reported by the US Bureau of Economic Analysis

Weighting data based on match level:

Exact match = 100%

Good Mach = 90%

Fair Match = 80%

Poor Match = not used

Comparator Agencies for Public Sector Market Analysis

Cabarrus County	City of Nashville, TN	Gaston County	New Hanover County
Catawba County	Cumberland County	Greenville County, SC	Orange County
City of Asheville	Durham County	Guilford County	Union County
City of Charleston, SC	Forsyth County	Henderson County	Wake County



Market Evaluation

Analysis of Salary Surveys

- Used salary survey data to establish salary grade midpoint ('market rate') with consideration to new Living Wage calculation
 - Exempt vs. Non-Exempt
 - Salary grade spread and differentials
- Established new Information Technology salary grades separate from County salary grades to align with market rate in IT industry



Classification Evaluation

Using Compensable Factors and Categories

Complexity	Scope of Knowledge	Problem Solving	Contact with Others	Leadership
1	2	3	4	5
This factor refers to the scope, variety and difficulty of the duties, responsibilities, and skills required to perform the work. The level of decision making taken solely by the jobholder and the risk or degree of damage which may result if a wrong decision is taken.	This factor includes job requirements in terms of knowledge needed and can be related to the education and experience level required of a position.	This factor encompasses the extent of mental effort required to use independent judgement in problem solving. Judgement exercised, availability of rules and guidelines to assist in problem solving, the degree of analysis and research required to arrive at a solution are all considered.	This factor appraises the responsibility for working with or through other people, to get results.	This factor refers to the responsibility for development of people, including supervision, training, and coaching; as well as non-supervisory efforts such as leading a project team and /or serving in a project management role.

Score Range by Category

Support

177 - 650

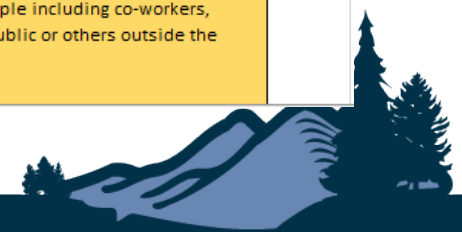
Professional

412.5 - 1650

Management

525 - 3150

	Complexity	Problem Solving	Scope of Knowledge	Leadership	Contact with others	
	1 (200 pts)	3 (125 pts)	2 (150 pts)	5 (75 pts)	4 (100 pts)	
	This factor refers to the scope, variety and difficulty of the duties, responsibilities, and skills required to perform the work. The level of decision making taken solely by the jobholder and the risk or degree of damage which may result if a wrong decision is taken.	This factor encompasses the extent of mental effort required to use independent judgement in problem solving. Judgement exercised, availability of rules and guidelines to assist in problem solving, the degree of analysis and research required to arrive at a solution are all considered.	This factor includes job requirements in terms of knowledge needed and can be related to the education and experience level required of a position.	This factor refers to the responsibility for development of people, including supervision, training, and coaching; as well as non-supervisory efforts such as leading a project team and /or serving in a project management role.	This factor appraises the responsibility for working with or through other people, to get results.	
Support/Core Services	50	31.2	37.5	25	33.3	177
Support - Level 1	Duties are basic and routine. Performs clear-cut tasks under close or direct supervision with little choice as to which methods and procedures to follow or materials or equipment to use. Work results typically have impact only on the immediate work section.	Most problems are routine, predictable and constrained with little or no uncertainty; escalates situations outside of standard operating procedure or practice.	Job involves following standard operating guidelines and/or step-by-step instructions. Entry-level general knowledge of processes, methods and procedures that can be obtained through on-the-job training in one or more basic work processes. Can perform standard tasks within the work.	Does not provide guidance/direction, training, or support.	Contact with others is generally of a routine nature and within the immediate work group/program area on matters that typically involve obtaining or providing information including the provision of service.	
	100	62.5	75	50	66.7	354.2
Support - Level 2	Duties consist of performing a variety of different but established and related work methods or procedures. May be required to recognize differences in situations, but differences are normally clear and require the selection of standard processes to resolve. Unforeseen situations are normally referred to others for resolution. Work results have limited impact beyond the immediate work section but within the program or functional unit.	Most problems are routine or predictable in nature but may require minor adjustments to work methods or procedures to identify solutions that exist within current work processes, procedures or systems. Complex and unusual problems referred to supervisor.	Practical knowledge of the job including some systems, procedures, and standards typically obtained from prior related work experience or specialized training. Performs all of the standard and some technical aspects of the work.	May provide training and technical assistance to coworkers; does not have formal management responsibilities.	Contact with others is generally of limited difficulty on matters that involve obtaining or providing information requiring some explanation or interpretation. Interaction may be with a variety of people including co-workers, peers, and/or clients.	
	150	93.8	112.5	75	100	531.3
Support - Level 3	Duties where the employee works from standard practices and procedures but may be required to select from the most appropriate of several guidelines. Uses discretion within operational procedures and/or makes minor adjustments to work methods to resolve. Work results may have impact inside and to a limited extent,	Problems may be moderately complex. Solutions may be unclear and require a range of possible solutions. Unusual problems referred to supervisor.	Established knowledge of the job including systems, procedures, and standards typically acquired through training and experience and/or formal education. Performs all of the standard and most technical aspects of the work.	Provides leadworker support through direction, review, training and feedback of assigned tasks; does not have formal management responsibilities.	There is generally a requirement to work cooperatively with others in order to achieve results, and typically requires explanation or elaboration. Interaction is typically with a variety of people including co-workers, clients, the public or others outside the organization.	



		PROPOSED 7.00%											
		Q1			Q2			Q3			Q4		
Score		Grade	Min		Mid		Max						
177.00	247.89	201	\$ 14.15	\$ 16.10	\$ 16.11	\$ 18.05	\$ 18.06	\$ 20.01	\$ 20.02	\$ 21.93			
247.90	354.19	202	\$ 15.14	\$ 17.22	\$ 17.23	\$ 19.31	\$ 19.32	\$ 21.41	\$ 21.42	\$ 23.47			
354.20	422.75	203	\$ 16.20	\$ 18.43	\$ 18.44	\$ 20.67	\$ 20.68	\$ 22.90	\$ 22.91	\$ 25.11			
422.76	487.49	204	\$ 17.34	\$ 19.72	\$ 19.73	\$ 22.12	\$ 22.13	\$ 24.51	\$ 24.52	\$ 26.88			
487.50	587.49	205	\$ 18.55	\$ 21.10	\$ 21.11	\$ 23.66	\$ 23.67	\$ 26.22	\$ 26.23	\$ 28.75			
587.50	675.00	206	\$ 19.85	\$ 22.58	\$ 22.59	\$ 25.32	\$ 25.33	\$ 28.06	\$ 28.07	\$ 30.77			
675.01	765.00	207	\$ 21.24	\$ 24.16	\$ 24.17	\$ 27.09	\$ 27.10	\$ 30.02	\$ 30.03	\$ 32.92			
765.01	876.00	208	\$ 22.72	\$ 25.84	\$ 25.85	\$ 28.98	\$ 28.99	\$ 32.11	\$ 32.12	\$ 35.22			
876.01	975.00	209	\$ 24.31	\$ 27.65	\$ 27.66	\$ 31.01	\$ 31.02	\$ 34.36	\$ 34.37	\$ 37.68			
975.01	1100.00	210	\$ 26.02	\$ 29.60	\$ 29.61	\$ 33.19	\$ 33.20	\$ 36.77	\$ 36.78	\$ 40.33			
1100.01	1212.5	211	\$ 27.84	\$ 31.67	\$ 31.68	\$ 35.51	\$ 35.52	\$ 39.34	\$ 39.35	\$ 43.15			



Job Family	Class Title	Comp Factor Category	NEW Grade	FLSA	Comp Factor Total Score	Complexity & Impact	Problem Solving	Scope of Knowledge	Leadership	Contact with Others
Business Operations	Risk Manager	Professional	306	Exempt	993.8	300	162.5	262.5	68.8	200
Business Operations	Recruiter	Professional	208	Non-Exempt	806.3	200	162.5	175	68.8	200
Public Services	Recreation Services Program Manager	Professional	208	Non-Exempt	875	200	162.5	175	137.5	200
Public Services	Recreation Services Program Coordinator	Professional	207	Non-Exempt	725	200	81.2	175	68.8	200



Salary Evaluation

Salary Placement using Grade Quartiles

	First Quartile Placement: <i>Intended for employees who are new the job, are in a learning situation, and/or do not have substantial experience in the job.</i>		Second Quartile Placement: <i>Intended for employees who have demonstrated some to most of the skills, knowledge, and experience to handle their job proficiently.</i>			Third Quartile Placement: <i>Intended for employees who are fully proficient and experienced in their job and possesses the required knowledge and skills to tackle the more complex aspects of the job.</i>			Fourth Quartile Placement: <i>Intended for employees who are considered the subject matter expert in their position with a depth of knowledge that extends beyond their primary responsibilities.</i>	
<i>Quartile</i>	<i>0 – 5 Years</i>		<i>6 – 15 Years</i>			<i>16 – 25 Years</i>			<i>26+ Years</i>	
<i>Sub-Quartile</i>	<i>0 – 2</i>	<i>2.1 – 5.9</i>	<i>6 – 8.9</i>	<i>9 - 11.9</i>	<i>12 -15.9</i>	<i>16 – 18.9</i>	<i>19 – 21.9</i>	<i>22 – 25.9</i>	<i>26 – 28.9</i>	<i>29+</i>
SALARY	1ST	QUARTILE	2ND	QUARTILE	3RD	QUARTILE	4TH	QUARTILE		
GRADE	minimum	maximum	minimum	maximum	minimum	maximum	minimum	maximum	minimum	maximum
68	\$ 44,794.73	\$ 52,073.86	\$ 52,073.87	\$ 59,353.00	\$ 59,353.01	\$ 66,632.15	\$ 66,632.16	\$ 73,911.30		
69	\$ 46,801.92	\$ 54,407.22	\$ 54,407.23	\$ 62,012.53	\$ 62,012.54	\$ 69,617.85	\$ 69,617.86	\$ 77,223.17		
70	\$ 48,858.08	\$ 56,797.50	\$ 56,797.51	\$ 64,736.95	\$ 64,736.96	\$ 72,676.39	\$ 72,676.40	\$ 80,615.82		
71	\$ 51,110.04	\$ 59,415.42	\$59,415.43	\$ 67,720.81	\$ 67,720.82	\$ 76,026.19	\$ 76,026.20	\$ 84,331.58		
Minimum – Midpoint of Grade					Midpoint – Maximum of Grade					



Breakdown of Selected Option

- **Total Qualifications above Job Requirements with Sub-Quartile Placement**
 - ✓ Assign # of years' experience to each sub-quartile using a 30yr spread
 - ✓ Review employee qualifications to identify yrs. of applicable experience above job requirements
 - ✓ Ensure pay is in appropriate sub-quartile – if not, move to the bottom of the correct sub-quartile for salary grade

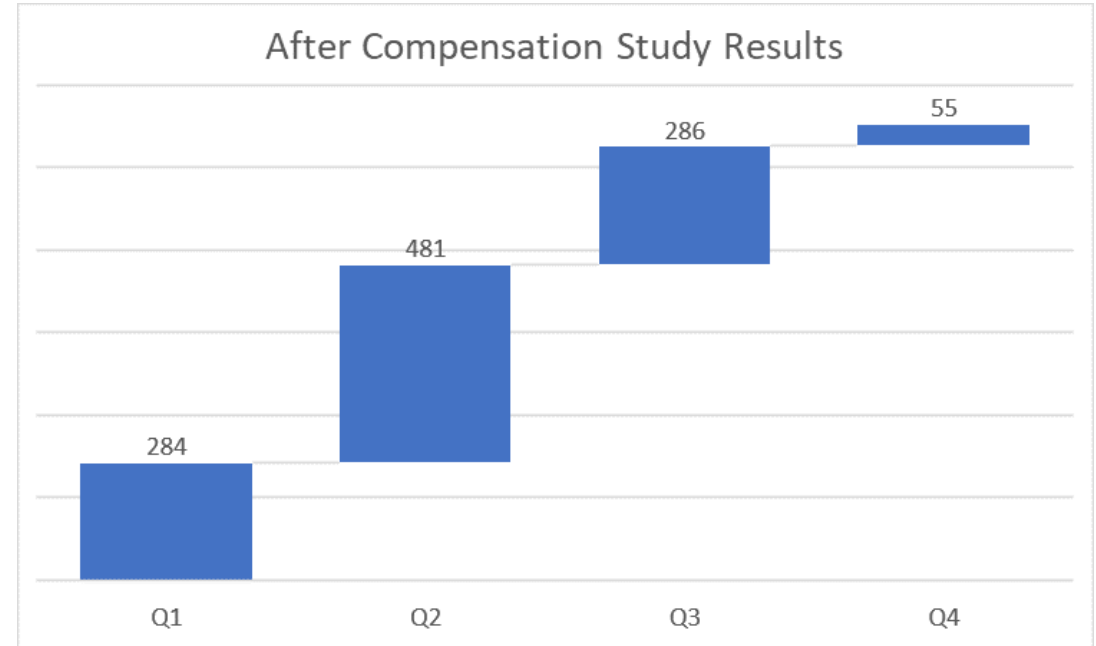
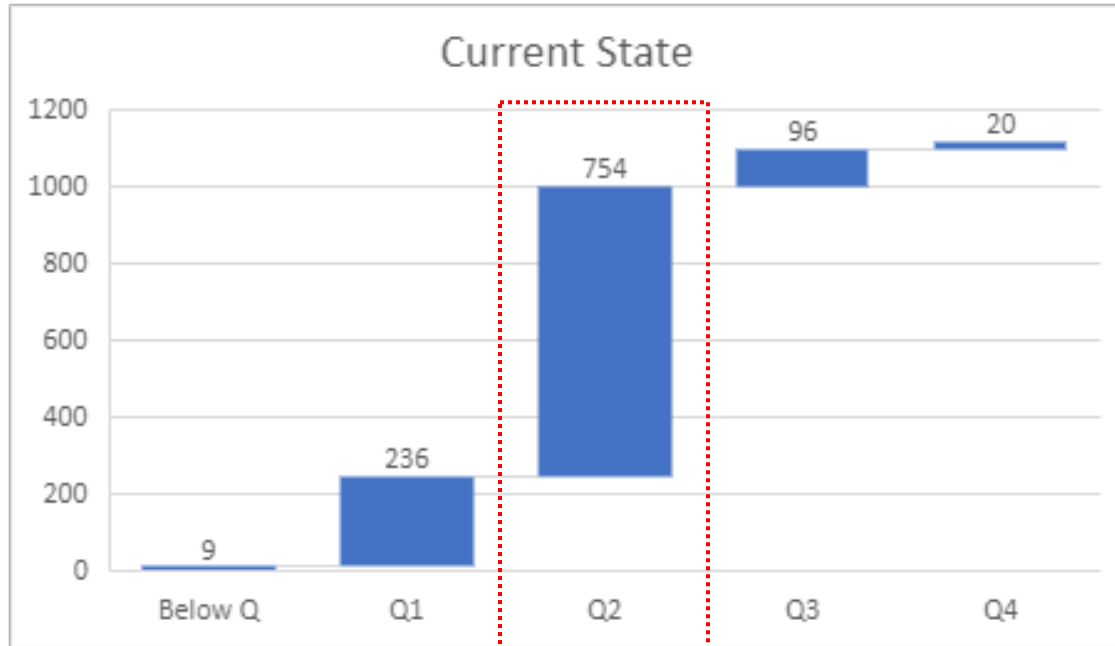


Estimated Annual Base Pay Costs

Option 2: Sub-Quartile Placement			
% Change	# Employees	% of Total Ees	Estimated Annual Base Pay Cost
No Change	550	48.67%	\$0
0% - 4.99%	220	17.50%	\$323,787
5.0% - 9.99%	120	9.23%	\$548,167
10.0% - 14.99%	124	9.65%	\$818,265
15.0% - 19.99%	98	8.48%	\$867,803
20.0% +	87	6.46%	\$1,006,895
Grand Total	1199	100.00%	\$3,564,917



Salary Range Penetration by Quartile



Impact on Lower Paid Positions

EEO4 Reporting Salary Ranges	% of Full Time Employees with a Salary Change in Option 2
\$25,500 - \$32,900	100%
\$33,000 - \$42,900	72%
\$43,000 - \$54,900	48%
\$55,000 - \$69,900	51%
\$70,000 +	48%



Living Wage

- Just Economics Living Wage calculation:
 - $\$17.70 \times 2,000 \text{ hrs annually} = \$35,400$
- Buncombe County Living Wage match:
 - $\$17.00 \times 2,080 \text{ hrs annually} = \$35,360$



Next Steps and Discussion

- Partner with CAPE to create educational materials on the basics of compensation and the organizational impact
 - News articles, videos, FAQ documents
- Enterprise-Wide Policy and Procedure for Compensation and Position Management
 - All future compensation related inquiries and studies should flow through HR for consistent data analysis
 - Salary Studies every 3-5 years to ensure grades are still in alignment with Market
 - New hire, transfer, promotion, and reclassification requests should follow recommended pay practices provided by HR
- Briefing on 5/3 with adoption of Salary Plan on 5/19



Questions?

