Salary Study 2019-22

Presented by

Human Resources
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
WORK PERFORMED – COMPENSATION PLAN

• Surveyed 16 agencies for 177 benchmark job classifications
  • Used salary survey data to establish salary grade midpoint
  • Normalized data by applying the Regional Price Parity reported by the US Bureau of Economic Analysis

• Created new salary grades & structure using compensable factor analysis
  • Separates exempt & non-exempt positions
  • New salary grades & structure for Information Technology positions
### CLASSIFICATION EVALUATION
Using Compensable Factors and Categories

<table>
<thead>
<tr>
<th>Complexity</th>
<th>Scope of Knowledge</th>
<th>Problem Solving</th>
<th>Contact with Others</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>This factor includes job requirements in terms of knowledge needed and can be related to the education and experience level required of a position.</td>
<td>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.</td>
<td>This factor appraises the responsibility for working with or through other people, to get results.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
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<td></td>
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<tr>
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<tr>
<td>5</td>
<td></td>
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</tr>
</tbody>
</table>

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.

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**Score Range by Category**

- **Support**: 177 - 650
- **Professional**: 412.5 - 1650
- **Management**: 525 - 3150
SALARY EVALUATION
Salary Placement using Grade Quartiles

<table>
<thead>
<tr>
<th>Quartile</th>
<th>0 – 5 Years</th>
<th>6 – 15 Years</th>
<th>16 – 25 Years</th>
<th>26+ Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Quartile</td>
<td>0 – 2</td>
<td>2.1 – 5.9</td>
<td>6 – 8.9</td>
<td>9 - 11.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SALARY GRADE</th>
<th>1ST QUARTILE minimum</th>
<th>maximum</th>
<th>2ND QUARTILE minimum</th>
<th>maximum</th>
<th>3RD QUARTILE minimum</th>
<th>maximum</th>
<th>4TH QUARTILE minimum</th>
<th>maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>68</td>
<td>$44,794.73</td>
<td>$52,073.86</td>
<td>$52,073.87</td>
<td>$59,353.00</td>
<td>$59,353.01</td>
<td>$66,632.15</td>
<td>$66,632.16</td>
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<td>$62,012.54</td>
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<td>$56,797.50</td>
<td>$56,797.51</td>
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<td>$64,736.96</td>
<td>$72,676.39</td>
<td>$72,676.40</td>
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<td>71</td>
<td>$51,110.04</td>
<td>$59,415.42</td>
<td>$59,415.43</td>
<td>$67,720.81</td>
<td>$67,720.82</td>
<td>$76,026.19</td>
<td>$76,026.20</td>
<td>$84,331.58</td>
</tr>
</tbody>
</table>

**First Quartile Placement:**
Intended for employees who are new to the job, are in a learning situation, and/or do not have substantial experience in the job.

**Second Quartile Placement:**
Intended for employees who have demonstrated some to most of the skills, knowledge, and experience to handle their job proficiently.

**Third Quartile Placement:**
Intended for employees who are fully proficient and experienced in their job and possess the required knowledge and skills to tackle the more complex aspects of the job.

**Fourth Quartile Placement:**
Intended for employees who are considered the subject matter expert in their position with a depth of knowledge that extends beyond their primary responsibilities.
SALARY ASSIGNMENT

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
QUICK FACTS

• 1199 Full and part-time regular employees were reviewed
  • 649 identified for salary changes
  • 550 were identified that they did not need a salary adjustment

• Every regular full or part time position will earn a minimum of $17.00 per hour

• Departments where we see our lowest earners are seeing the greatest impact
BUDGET IMPACT

• The compensation study identified a need to adjust employee’s compensation to align with the new grades and ranges.
  • 1199 Full and Part time regular positions reviewed
RECOMMENDATIONS
REQUESTED COMPENSATION PLAN APPROVAL

• Living Wage minimum -$17.00 per hour for any regular full or part time position.

• Approve the new compensation model that uses compensable factors to assign proper grades for each County classification

• Approve the new salary structure

• Approve the salary adjustments
  • FY22. Changes can be absorbed through remaining salary budget
  • Changes to be effective in the pay period following adoption
NEXT STEPS

Request that the Board of Commissioners vote for:

• The approval of the new Compensation Plan
• Recommended effective date of May 21st