



Salary Study 2019-22

Presented by

Human Resources



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



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

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



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>	
Quartile	0 – 5 Years		6 – 15 Years			16 – 25 Years			26+ Years	
Sub-Quartile	0 – 2	2.1 – 5.9	6 – 8.9	9 - 11.9	12 -15.9	16 – 18.9	19 – 21.9	22 – 25.9	26 – 28.9	29+
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				



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

