

Human Resources Department

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Item #3
1/9/18

Date: January 2, 2018

To: Mahesh Sharma, County Administrator

From: Mary J. Thee, Human Resources Director/Asst. County Administrator

Subject: Comprehensive Salary and Benefits Study

A top priority in the Board of Supervisors' goal setting sessions was to complete a Salary and Benefits Study. As the Board has recognized in establishing this goal, periodically it is advisable to review all job classifications to determine changes in duties, internal equity and market factors. The goal of this project is to enlist the assistance of a consultant with experience in the Hay points system to work with HR staff on a global review of the non-represented positions. The consultant would; review job descriptions with staff for any needed updates, review the Hay points assigned to the position, consider internal equity and comparable market factors. Additionally the consultant would review comparable benefit packages as the combination of salary and benefits are related to hiring and retention.

There are 117 unique non-represented classifications. We also requested additional pricing proposals for the 44 unique classifications that are currently covered by collective bargaining units and the 9 unique classifications at SECC. SECC will pay for their portion of the study.

To accomplish the goal we did a presentation to the Board in October and sent out a RFP. We received 8 proposals. The proposals were reviewed by HR staff and the Director of Budget and Administrative Services. The RFP factors reviewed included; experience, staffing, methodology, access to market data, clarity, scheduling and cost. Five of the proposals indicated an ability to review the positions based on the Hay factor. In reviewing proposals we felt the ability to review based on Hay was important from a historical prospective. Here are the cost comparisons:

<i>Vendor</i>	<i>Price proposal</i>	<i>Total</i>
Carlson Dettman	NR - \$47,500 R - \$15,400 S - \$2,450 + \$175 per appeal +\$100 per job desc	≈\$80,000

Grant Thornton	NR - \$90-100,000 R - \$22,000 S - \$5,000 + \$6,800 travel +\$33,500-36,500 benefits + \$9,030 - \$10,218 admin	\$159,530 - \$180,518
Korn Ferry/Hay Group	NR - \$130,500 R - \$12,500 S - \$4,500 + \$8,000 Rep benefit Excluded training costs Excluded job desc	≈\$155,500
McGrath	NR - \$22,722 R - \$9,720 S - \$9,952 + \$10,500 job desc	\$52,894
MRA	Didn't break out options	\$157,000
Paypoint HR	NR - \$39,150 R - \$20,475 S - \$4,200 + \$125 hour over estimated 277 hours	≈\$63,825
Public Sector Personnel Consultants	NR - \$42,000 R - \$5,000 S - \$2,000 + \$7,500 desk audits (50) +\$100 per job desc	\$74,000
Springsted	\$49,800 (project costs) + \$160 hour over 249 hours + \$2,650 expenses	≈\$52,450

We are recommending the County enter into an agreement with Public Sector Personnel Consultants (PSPC). PSPC solely works with public sector clients and limit their consulting to salary and benefit studies. I have talked with 3 of their references who raved about their experience. Additionally we conducted a telephone interview to clarify issues and get a sense of how they would approach the project.

PSPC's materials indicate experience in the Hay system. In discussing the matter with their president they broke off from the Hay Group and will assign a staff member well versed in grading positions based on Hay. However, based on

their government experience also have used the federal evaluation system (FES) and will check equity based on that system. Their intention would be to balance the Hay system with the market factors, so as not to put an over emphasis on the points. We believe that is essential to the review of our current pay plans. The market analysis is conducted by PSPC staff rather than relying on other comparables identifying the positions, as they feel better skilled to analyze based on job factors not title. They will work with HR to identify appropriate comparables in public and private sector. Rather than benchmarking a handful of positions it is their intention to review a majority of positions.

Another strong factor in their proposal was their approach to communication with staff. They intend to meet with employees in groups to provide a consistent message and to manage fears and expectations of the project. A key factor in accomplishing the project is employee buy in and participation, so it is important that they recognize those issues. We will work with PSPC to identify specific positions that may require desktop audits of the position, where their staff would meet with employees to get a clearer understanding of duties.

PSPC's experience, timeline and fair price are why I'm recommending awarding the contract to them. Along with the non-represented positions, I am recommending we proceed with the represented positions at this time. SECC will pay for the review of their positions. As many job descriptions have not been updated in years there is value in completing that task too. It allows for an accurate review of job tasks and equity. HR staff currently does not have the time to update the job descriptions, based on staffing and work load. The price not to exceed in the proposal is \$74,000. After the proposal is awarded I'll work with PSPC to establish start dates and timelines. They have guaranteed completion by September 1. They will consult with us on an implementation plan. Based on their experience there is confidence that we could achieve the goal of implementation no later than during the FY20 budget process.

PROFESSIONAL SERVICES AGREEMENT

This Agreement is entered into by **Scott County** and **Public Sector Personnel Consultants, Inc. (PSPC)**, 1215 West Rio Salado Parkway Suite 109, Tempe, Arizona 85281 (National Office).

This Agreement is for PSPC to conduct a compensation, classification, and benefit study.

SCOPE OF THE PROJECT

See Exhibit A, attached, for a full summary of services.

The project includes a management and employee communication plan; partnership with the Human Resources Director, Board of Supervisors, and project designee(s); occupational, organizational, and operational familiarization; Job Analysis Questionnaire (JAQ) and job analysis for all classifications; position classification and job title recommendations for all included employees and classifications; FLSA designations; updated job descriptions; **EZ COMP™**; internal equity and external competitiveness evaluation; total compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates; updated classification and compensation plan and one year of classification and compensation plan implementation support for all included classifications.

CONTRACT TIME ESTIMATE

The County and PSPC will partner to complete the study by September 1, 2018.

CONTRACT COST ESTIMATE

At no time shall the total contract exceed **\$74,000**, without further approval and modification of this agreement.

CONTRACT BILLING AND PAYMENT

We do not require any advance payments, and will provide monthly invoices for the professional services provided and out-of-pocket expenses incurred during the month. We request that invoices be paid within thirty (30) days of their receipt.

SEVERABILITY

That should any word, sentence, paragraph, subdivision, clause, phrase or section of this Agreement, be adjudged or held to be void or unconstitutional, the same shall not affect the validity of the remaining portions of said agreement, which shall remain in full force and effect.

VENUE

The laws of the State of Iowa shall govern the interpretation, validity, performance and enforcement of this Agreement. The parties agree that this Agreement is performable in Scott County, and that exclusive venue shall lie in Scott County.

TERMINATION

This Agreement may be terminated by either party with 30 days written notice.

ASSIGNMENT

The assignment of this Agreement by any party is prohibited without the prior written consent of the other Party.

AMENDMENT

Any amendment of this Agreement must be in writing and will be effective if signed by the authorized representatives of the Parties.

NOTICES

Any notices under this Agreement will be effective if transmitted to a Party by confirmed telecopy or via US Postal Service, postage prepaid, certified, to the address of the Party indicated below:

SCOTT COUNTY

PSPC

Matthew Weatherly
President
Public Sector Personnel Consultants, Inc.
1215 W. Rio Salado Parkway #109
Tempe, Arizona 85281

NO THIRD PARTY BENEFICIARIES

Nothing in this Agreement, express or implied, is intended to confer any rights, benefits, or remedies under or by reason of this agreement upon person or entity, other than the County and PSPC.

**APPROVED FOR
SCOTT COUNTY**

By: _____
(Signature)
Name: _____
Title: _____
Date: _____

**APPROVED FOR
PUBLIC SECTOR PERSONNEL CONSULTANTS, INC.**

By: _____
(Signature)
Name: Matthew Weatherly
Title: President
Date: _____

SUMMARY OF SERVICES FOR THE COUNTY

PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC) proposes the following program of consulting services and implementation support to achieve all of the objectives stated in the **SCOTT COUNTY (the County)** Request for Proposal to conduct a classification, compensation, and benefits study.

Project Planning and Communication

1. On-site project planning and scheduling meeting with Human Resources staff, Officials, designee(s)
2. On-site policy input and project direction meeting and briefing with Elected Officials, Supervisors
3. On-site project briefing presentation for Board, Officials, employees, and County's project leaders
4. Assistance with management and employee communication throughout class and comp project phases
5. Consultations with and progress reports for the County's project leaders and / or project designee(s)

Classification Review Phase

6. Occupational familiarization by review of County's current job descriptions and compensation plans
7. Organizational familiarization by review of County organization charts, budgets, and annual reports
8. Job Analysis Questionnaire (JAQ) customized for gathering County employee occupation data
9. On-site meetings to distribute JAQ, explain project for all County officials and employees
10. Worksite job desk audits / field observations with representatives of each job classification (*up to 50*)
11. Determination of job classification and FLSA Exempt / Non-Exempt designation for each position
12. Recommended title modifications and reclassifications for consideration by department heads
13. Review of position classification recommendations with County's project staff, respective departments
14. Review of Hay point factor scoring, process, results, and meeting(s) with evaluation committee
15. Updated job descriptions for each included job classification (*150 included*)

Compensation Phase: Custom and Comprehensive Market Compensation Surveys

16. Identification of County's competitive employment areas for compensation surveys, for County approval
17. Identification of County occupations to utilize as survey benchmark job classifications
18. Development of compensation survey data collection, tabulation, and quality control protocol
19. Solicitation of comparator employers and agencies for participation in external compensation survey
20. Extraction of data from public employer compensation plans, questionnaires, reliable published surveys
21. Consolidation of data from all sources and calculation of prevailing rates for benchmark jobs
22. Computation of extent County's compensation offerings vary from external prevailing rates
23. Review of competitiveness analysis with County Supervisors, County Officials and project designees

Compensation Phase Continued: Compensation Plan Development

24. Construction of optional salary range structures for review and selection by County's project leaders
25. Assignment of job classes to salary ranges by internal equity and external competitiveness
26. Assistance with County Supervisors identification of desired, affordable salary competitiveness policy
27. Fiscal impact estimates at various levels of external prevailing rates competitiveness policies
28. Review and critique of draft salary plan with County Board, HR staff and County's project leaders

Communication of Results and Implementation Strategies

29. Preparation and presentation of a final project reports for County Board, staff, County Officials
30. Development of a plan for the implementation of County's updated classification and compensation plan
31. Uploading of **EZ COMP™** program files on an HR Department computer and staff training
32. Development and provision of process for ongoing plan maintenance and subsequent plan updates
33. Assistance with communicating the County's updated plans for all County officials and employees
34. One year classification and compensation plan maintenance assistance **at no cost to the County**

PROJECT APPROACH AND METHODOLOGY

Following is our overall work plan and approach to achieving the County's objectives for the conduct of a comprehensive classification and compensation study, meeting all of the stated objectives from the RFP.

A. OBJECTIVES OF THE PROJECT

The recommended plans, programs, systems and administrative procedures will meet these ten most important criteria.

- Internally equitable
- Externally competitive
- Readily understood
- Easily updated & maintained
- Legally compliant & defensible
- Financially responsible
- Efficiently administered
- Inclusive of employee input
- Reflective of County's values
- Reflective of prevailing "best practices"

B. SCOPE OF THE PROJECT

The project includes a management and employee communication plan; partnership with the Human Resources Director, Board of Supervisors, and project designee(s); occupational, organizational, and operational familiarization; Job Analysis Questionnaire (JAQ) and job analysis for all classifications; position classification and job title recommendations for all included employees and classifications; FLSA designations; updated job descriptions; **EZ COMP™**; internal equity and external competitiveness evaluation; total compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates; updated classification and compensation plan and one year of classification and compensation plan implementation support for all included classifications.

C. PROJECT METHODOLOGY

1. Quality Assurance

To ensure a high quality project, we have built in several layers of procedural and statistical controls, in addition to those already in **EZ COMP™**. Internally, we follow a prescribed series of steps in each project phase, which are reviewed by our Project Director. We request that the Human Resources staff and County's Project Manager(s) review our work to minimize the chance of errors and to ensure that it reflects the County's organizational values.

2. Project Planning Meetings and Communication Plan Development

We will consult with the County Supervisors, County Officials or representatives on a communication strategy, plan, and materials, beginning prior to the project and extending to the post-project information meetings. We plan to conduct group pre-project meetings for all County officials and employees where we will discuss the project's scope, answer questions, and distribute and explain the Job Analysis Questionnaire.

D. CLASSIFICATION PHASE

1. Review of Essential Tasks – Job Analysis Questionnaire

We will review and analyze the current essential tasks, duties and responsibilities, and minimum qualifications of each included position through the Job Analysis Questionnaire (JAQ) to be completed by each employee (or group of employees with identical jobs) in print or electronic format. If the information on the JAQ does not clearly delineate the position's scope of responsibilities, we may return the JAQ to the position's incumbent for additional information, or focus on the data gap during a worksite job information interview.

2. Employee Worksite Job Information Interviews (up to 50 included)

We can conduct a worksite job information interview with an incumbent of each requested job classification. The purpose of these interviews is to verify the data on the JAQ, obtain additional insight into the scope and complexity of the job duties, observe technical processes and working conditions, and to provide employees with an additional method of participation in the project. This process also ensures that we make all internal and external comparisons on the basis of **actual job content** and not merely job title.

3. FLSA Status Determination

We will review the essential tasks and minimum qualifications of each of the County's job classifications and subject them to the Fair Labor Standards Act tests to determine their exempt or non-exempt status.

4. Position Classification

Each of the County's positions will be analyzed and evaluated to determine their primary characteristics, including:

- Is there a current County occupational job group comprised of job classes with essential functions similar to the subject position; if so:
- To which of the group's job classes, and at what level, are the subject position's essential functions similar to the subject position, and if so:
- Are they sufficiently comparable (+/- 20% guideline) to be allocated to that job class, utilize the same job title, require the same minimum qualifications, and be assigned to the same salary range.
- If the County does not currently have a sufficiently comparable job class, what should be the subject position's occupational job class and title, and:
- What should the recommended occupational classification action be, No Change (N), Title Change (T), Merge With Other Job Class (M), New Job Class (J).
- We may find that a job class is overly broad and encompasses several job activities which are regarded with significant salary difference in the marketplace. In such an instance, we will recommend "splitting" the job class into the current job class and a new job class which encompasses the different job activities.

5. Updated Job Descriptions (150 included)

We will prepare an updated job description in the County's standard or other selected format for each occupational job class. Focus will be on the Essential Functions to conform with Federal employment guidelines. The specifications or descriptions may include (not limited to) the following components:

Job Title – Definition	Education, Training and Experience	Physical Requirements
Distinguishing Characteristics	Licenses and Certifications	Non-Essential Functions
Essential Functions	FLSA Exempt/Non-Exempt Status	Mental Requirements
Desired Knowledge and Skills	Supervision Exercise/Received	Working Conditions

6. Draft Classification Plan Review with County Officials and Department Heads

We will conduct a review of our initial position classification recommendations and draft classification specifications with the County's Project Team and respective department heads to identify possible errors, obtain feedback, and solicit suggestions for clarification.

7. Resolution of Employees' Classification Reviews

We will provide the County with a process for employees to review our initial occupational job classification of their position, and provide a form for them to complete if they feel that an error has been made or to provide significant additional job content information.

Depending on the action recommended by the respective Officials and department heads we may conduct a second job analysis and will inform the project designee(s) of our final recommendation.

8. Approaches to Ensure Internal Equity

If desired, and for precision in job class analyses, and subsequent salary range determinations, we can utilize one of several job evaluation systems widely in use, including the Hay Method or an alternative such as the **Factor Evaluation System (FES)**. **FES** is the most extensively validated and commonly utilized quantitative job evaluation system for public sector occupations, consisting of the following flexible compensable factors.

Knowledge Required	Personal Contacts	Complexity
Supervisory Controls	Scope and Effect	Work Environment
Guidelines Provided	Supervision Exercised	Physical Demands

The job class hierarchy based on job points will reflect the County's relative internal job worth values. The County's annual salary competitiveness policy will be translated into a mathematical formula which, when combined with the job points of each County job class, will determine the proper salary range for each job class and position. This balances internal equity (job points relationships) with external competitiveness (market relationship formula).

- a. *Optional Approach A – FES System*** – We will train a task force of representative County employees in the adaptation of the **FES** point-factor job content evaluation system to the County's job worth values, guide them in the evaluation of a structured benchmark of job classes, conduct QC reviews, and evaluate the remaining job classes within the relative job worth structure established by the task force. We can provide the County with manual or automated versions of this system.
- b. *Optional Approach B – Custom Designed System for the County*** – We will train and guide a task force of representative County employees in the design of a point-factor system of job content evaluation total reflecting the County's relative job worth values, and proceed as in Approach A. We can provide the County with an automated version of the system once it has been developed with the task force.

E. COMPENSATION PHASE

1. County Involvement in Compensation Plan Development

We will obtain policy direction from the County Supervisors, Human Resources staff, and/or County Officials on the following key components of the salary plan development process:

- Comparator Employer Selection
- Benchmark Job Class Selection
- Compensation Competitiveness Policy
- Salary Structure Selection
- Job Evaluation Method-Salary Plan Linkage
- Draft Compensation Plan Review / Critique
- Compensation Data Points for Analysis
- Project Implementation Plan

2. Comprehensive Compensation Survey

We do not subscribe to or recommend the use of databases or data warehouses used or hosted by other firms! We will collect the complete pay plans from each of the County's comparators and build a custom survey database to ensure accuracy and completeness.

- a. Data Collection Protocol** will be developed in consultation with the County's project leaders to determine which salary data elements to include, such as:

Compensation Survey Information (to be finalized with County)

- Salary range structure Minimum, Midpoint, and Maximum
- Open Range, Grade Step, structure designs and range widths
- Employer contributions to pension and health plans
- Paid time off practices, certification and add pay, other elements of comp

- b. Benchmark Job Selection** will be made by identifying County job classes common to its employment-competitive public and private employers in the immediate area and throughout the region or State, clearly identifiable, and representative of standard occupational job groups.

- c. Comparator Employers Identification** will be made in consultation with the County's Project Manager(s) and County Supervisors. Criteria include their degree of competition to the County in obtaining and retaining high quality staff, their location in the County's traditional recruitment areas, and their organizational size and complexity.

- d. Compensation Data Collection** will be made by one or more of the following methods.

- Pre-survey contact with the selected comparator employers to solicit participation in the County's compensation survey(s)
- Extraction from the pay plans of designated public employers.
- If needed, customized salary survey requests for local governments and other public and private employers, distributed by mail, fax, and e-mail.
- As desired, additional data extraction from salary surveys such as Watson Wyatt and ERI.

- e. Data Quality Control** includes editing data for accuracy and proper matching to the County's survey benchmark jobs, and phone/fax/E-mail follow-ups for data clarification and to obtain comparators' benchmark job descriptions.

3. Prevailing Rates Calculation

We will consolidate the compensation data from all sources, enter the information into the **EZ COMP™** program, and compute the prevailing rates, inclusive of cost of living differentials, as the statistical mean of the survey data for each benchmark job class. Data will be projected forward from the date of collection to a common date relating to the County's salary plan year by the annual Prevailing Rate Increase Factor (PRI) applicable at that time.

4. Compensation Competitiveness Comparison

We will provide the County with charts comparing its current salary structures to those of the selected public and private comparator employers. We will calculate the extent that the County's offerings vary from the prevailing rates and practices of other relevant employers.

5. Compensation Competitiveness Policy

We will assist the County to select a compensation competitiveness policy which best fits its compensation strategy and financial resources, by providing fiscal impact estimates at various percentage relationships to the prevailing rates.

6. Salary Plan Structure Development

We will review the County's current employee agreements and wage plans and **1)** utilize the County's current wage plan structures to identify internally equitable and externally competitive salary ranges for each County job class or **2)** prepare alternative salary range structures and schedules for the County and the County Supervisors to select the best fit for its competitiveness strategy, with these optional criteria:

- Method of administration, i.e.: measured job performance, longevity, or skill
- Width of the salary ranges, grades, or broad bands, from Minimum to Maximum
- Varying salary range widths for FLSA non-exempt or exempt positions
- If steps within the salary ranges, number of steps, percentage separation
- Number of salary ranges, grades, or broad bands in the salary schedule
- Percentage of separation between salary ranges, grades or broad bands
- Recognition for longevity, unique assignments, and special skill requirements
- Remuneration for required special licenses, certifications and registrations
- Linkage of performance evaluations to merit increase opportunities

7. Salary Range Assignment Development

We will assign each job classification to a salary range in the County's current or selected new salary structure on the basis of a combination of factors, including:

- the prevailing rates for the benchmark job classes
- its current relationship to similar or occupationally related job classes
- the 15% guideline for salary range separation between sequential job classes
- the 25% guideline for salary separation of a department head job class
- **its quantitative evaluated internal job worth value (job evaluation points)**

8. Implementation Plan Development

We will consult with the County Supervisors and Human Resources staff on a plan for transition to the recommended plan, including a timetable for the principal activities, employee communication, impact on collective bargaining processes, and estimates of required financial resources.

9. Draft and Final Report Preparation

We will provide the County's project leader(s) with a draft of our report for review and critique, including the classification plan, FLSA designations, compensation market data, salary comparison tables, fiscal estimates, salary range listings, and implementation procedures. We will incorporate their critique into the development of a final report summarizing the project's findings, recommendations, and detailed description of the County's updated position classification and compensation plans.

10. Final Report Presentations

We will conduct a workshop or formal presentation of our final report and recommendations to the County Supervisors, County Officials, employees and employee representatives.

11. EZ COMP™ Program Installation

We will install our **EZ COMP™** program and project files on one of the HR Office's computers and provide training to Human Resources staff in the maintenance and update of the classification and compensation plan.

12. Implementation Warranty

To ensure effective implementation of the new plan, we will analyze, evaluate, and provide a salary range recommendation for any new or changed job class, **at no cost to the County** for one year.

F. ENSURING THE COUNTY'S SELF-SUFFICIENCY

The County will be self-sufficient in all aspects of maintenance of the updated position classification and compensation plan through these services.

1. Procedure Manuals

- *PSPC Position Classification Procedure Guide*
- *PSPC Salary Administration Procedure Guide*
- *Scott County EZ COMP™ Procedure Guide*

2. Training Workshop – for County staff in position classification, job evaluation, compensation surveys, and compensation plan design and administration.

3. Electronic Class Specification Library – we will provide the County with all updated job descriptions in hard copy and electronic library format for internal maintenance.

4. EZ COMP™ – program and project files on one of the County's computers, a users manual, and system training.

5. Initial Year's Implementation Warranty Support – we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job classification, **at no cost to the County** for one year.

G. EXTENSIVE EMPLOYEE INCLUSION AND COMMUNICATION

Very important factors for successful implementation of new or updated classification and compensation plans are **1)** extensive employee inclusion, and **2)** extensive employee communication. County officials and employees will participate in one or more of the following activities:

- Attending pre-project briefings and question and answer sessions
- Completing a Job Analysis Questionnaire (JAQ) describing their position
- Elaborating on their jobs in individual or group job information interviews
- Requesting a second review of their position's occupational job classification
- Receiving information pamphlet/booklet describing the updated salary plan

H. MINIMAL COUNTY SUPPORT REQUIRED

We are completely self-sufficient in projects of this nature and do not require any substantive staff support from the County other than payroll data, and arrangements for group and individual meetings and interviews. We appreciate, but do not require, any office space, telephone, clerical assistance, computers, or office equipment. We will provide all data entry, data processing, duplicating, and related report preparation functions.

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES
THAT THIS RESOLUTION HAS BEEN FORMALLY
APPROVED BY THE BOARD OF SUPERVISORS ON

DATE

SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

January 11, 2018

APPROVAL OF AGREEMENT WITH PUBLIC SECTOR PERSONNEL CONSULTANTS TO CONDUCT A COMPENSATION, CLASSIFICATION AND BENEFIT STUDY

BE IT RESOLVED BY the Scott County Board of Supervisors as follows:

Section 1. That the proposal by Public Sector Personnel Consultant's to conduct a compensation, classification and benefit study for an amount not to exceed \$74,000 is hereby approved.

Section 2. That the Human Resources Director hereby authorized to sign any necessary contracts for services on behalf of the Board.

Section 3. This resolution shall take effect immediately.