

PUBLIC SECTOR PERSONNEL CONSULTANTS

RESULTS OF THE CLASSIFICATION AND COMPENSATION STUDY

FOR SCOTT COUNTY

OCTOBER, 2018



**PUBLIC
SECTOR**
PERSONNEL
CONSULTANTS

MEETING AGENDA

- REVIEW PUBLIC SECTOR PERSONNEL CONSULTANT'S ROLE
- DISCUSS CLASSIFICATION PHILOSOPHY
- REVIEW SALARY SURVEY GUIDELINES
- EVALUATE COMPENSATION RESULTS
- OUTLINE COMPENSATION FINDINGS
- REVIEW IMPLEMENTATION OPTIONS

INTRODUCTION TO PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC)

- 1972 – ORIGINATED AS PUBLIC SECTOR GROUP OF HAY ASSOCIATES
- 1992 – WE ESTABLISHED OUR NATIONAL OFFICE IN ARIZONA
- WE SPECIALIZE IN HUMAN RESOURCES FOR PUBLIC EMPLOYERS
- OVER 1,000 PUBLIC EMPLOYERS SERVED BY MEMBERS OF OUR FIRM
- OUR GOAL IS TO BE AN OBJECTIVE 3RD PARTY PROVIDING ACCURACY, GUIDANCE, AND THOROUGHNESS IN ALL MATTERS RELATING TO COMPENSATION AND CLASSIFICATION

CLASSIFICATION STUDY HIGHLIGHTS

CLASSIFICATION IS THE STUDY OF UNIQUE JOB TITLES IN USE

CLASSIFICATION QUESTIONS

- DO THE CURRENT JOB TITLES MAKE SENSE?
- IF WE HAVE PEOPLE FROM MULTIPLE DEPARTMENTS WITH THE SAME JOB TITLE, ARE THEY DOING THE SAME THING?
- IF WE HAVE PEOPLE WITH DIFFERENT JOB TITLES, ARE THEY DOING THE SAME THING?
- WHEN WE USE THE WORD “SPECIALIST” IN A JOB TITLE, IS IT USED THE SAME WAY ACROSS THE ORGANIZATION?

REVIEW OF JOB DESCRIPTIONS

- PSPC REVIEWED EXISTING JOB DESCRIPTIONS AND ORG CHARTS TO PERFORM CLASSIFICATION
- INITIAL DRAFTS WERE REVIEWED AND UPDATED BASED ON FEEDBACK
- FIRST DRAFTS MADE VERY FEW CHANGES TO CLASSIFICATION

CLASSIFICATION REVIEW

- AFTER REVIEWING THE JOB DESCRIPTIONS, WE SPOKE WITH PERSONNEL WHO RECEIVED FEEDBACK FROM VARIOUS DEPARTMENT MANAGERS
- WE PROPOSED CHANGES ON TITLES AND TITLING PROTOCOLS

NOT CHANGING WORKING CONDITIONS, SIMPLY TRYING TO RECORD WHAT’S BEING DONE

RESULTS OF THE CLASSIFICATION STUDY

- BASED ON JOB DESCRIPTION REVIEW PSPC RECOMMENDS:
 - REMOVE OBSOLETE TITLES WITH NO EMPLOYEES IN JOB 1 JOB TITLES
 - MERGING 26 JOB TITLES W/ EXISTING OR MODIFIED TITLES
 - CREATING 1 NEW TITLES
 - MODIFYING THE TITLES OF 56 POSITIONS
 - LEAVING 123 TITLES UNCHANGED
- HR HAS SPOKEN WITH DEPARTMENT HEADS AND RECEIVED FEEDBACK ON PROPOSED CHANGES
- FINAL IMPLEMENTATION IS IN PROGRESS

SALARY SURVEY

- PSPC CONSIDERED THE RECOMMENDATIONS OF EMPLOYEE GROUPS AND REQUESTED JOB DESCRIPTIONS, ORG CHARTS, SALARY STRUCTURES, AND BENEFIT PLANS FROM 14 DIFFERENT ORGANIZATIONS AND THE PRIVATE SECTOR
- THESE COMPARATORS WERE SELECTED BASED ON THE AGREED UPON CRITERIA IN PLACE AT THE START OF THE STUDY
- SALARY SURVEY WILL ANSWER THE QUESTION OF “WHERE ARE WE?”
- IMPLEMENTATION ANSWERS THE QUESTION “WHERE DO WE WANT TO BE?”

HIGH LEVEL COMPENSATION SURVEY RESULTS

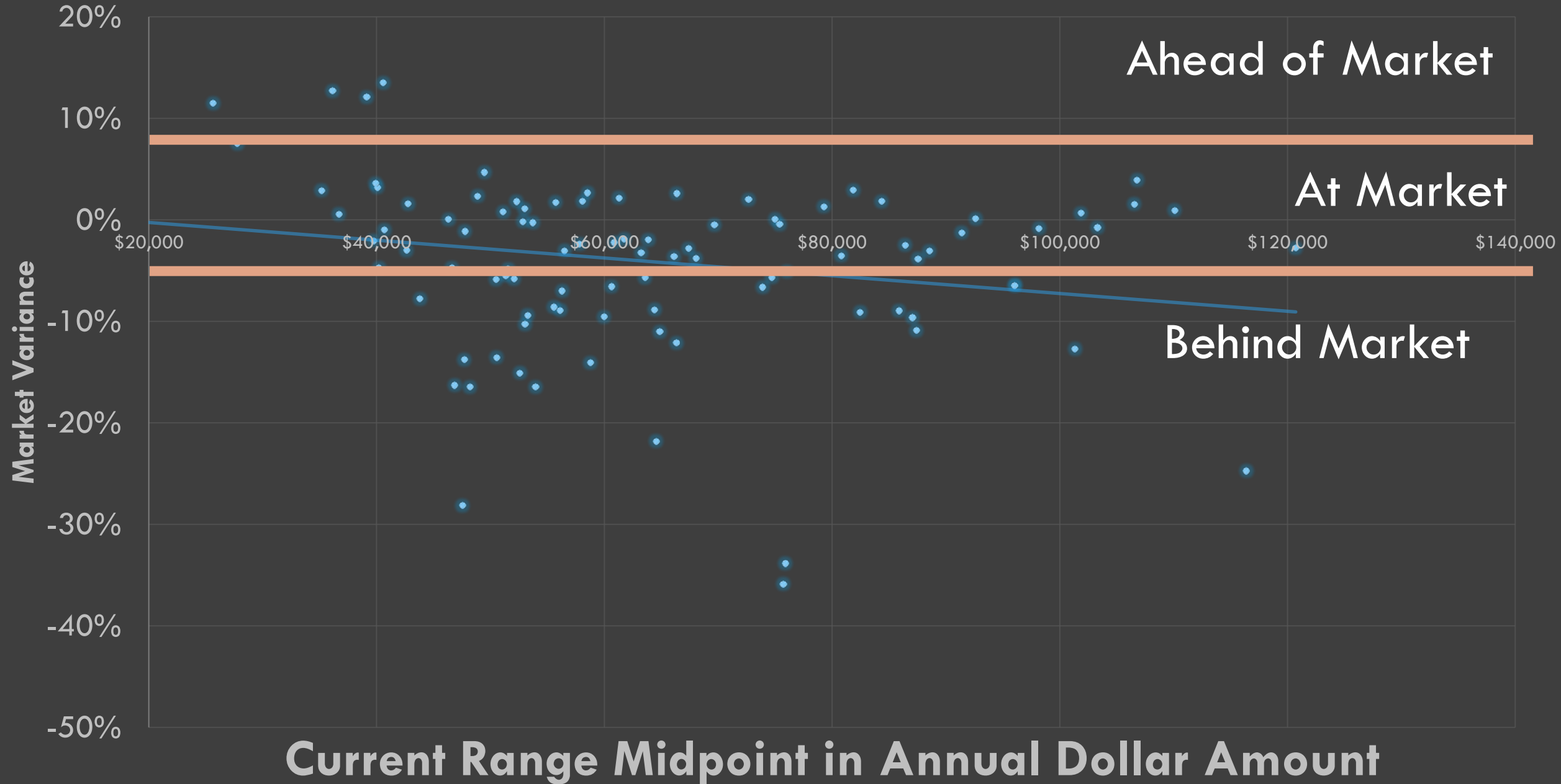
- PSPC SURVEYED ~110 POSITIONS AND FOUND OVER 800 COMPARABLE JOBS IN THE MARKET
- ON AVERAGE, SCOTT IS AT, OR AHEAD, OF MARKET FOR 62% OF THEIR JOBS
- THIS IS LOOKING MIDPOINT TO MIDPOINT WITH NO ADJUSTMENTS FOR COST OF LIVING

SCOTT COUNTY IS COMPETITIVE FOR 62% OF JOBS

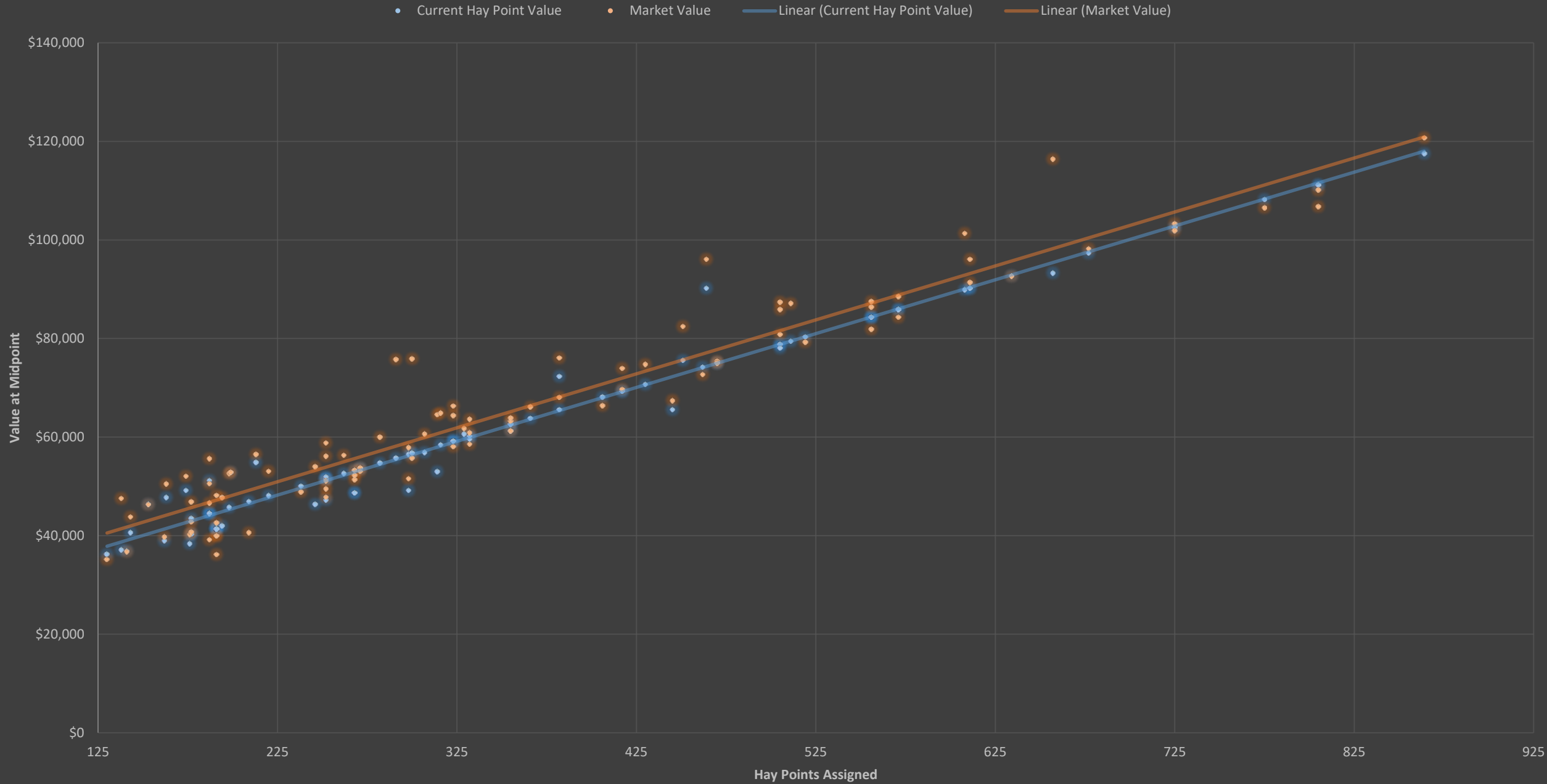
Compensation Summary	Number of Positions	Percentages of Positions
More than 5% Behind Market	37	38%
AT Market	54	56%
More than 5% Ahead of Market	6	6%

Midpoint Vs Market Variances

(Results of Salary Survey Shown Against Current Range Midpoint)



Value of a Hay Point (Current Value Vs Market Value)



IMPLEMENTATION OPTIONS:

ESTABLISH A NEW SALARY SCHEDULES

- AFSCME, NON-REP, IBEW, AND IPSDU WOULD SHARE THE SAME SALARY SCHEDULE – SCHEDULE WOULD BE A 5X5X14 MATRIX ALLOWING MAXIMUM FLEXIBILITY RESPONDING TO MARKET
- DEPUTIES AND TEAMSTERS SALARY SCHEDULE WOULD BE ADJUSTED TO MATCH MARKET
- SECONDARY ROADS SALARY SCHEDULE WAS WIDENED SLIGHTLY WITH HIGHER MAXIMUMS

USE MARKET TO PLACE JOBS ONTO SCHEDULES

- USE MARKET DATA TO PLACE JOBS ONTO THE SALARY SCHEDULE BASED ON PREVAILING RATE
- USE 100+ BENCHMARKS TO “SLOT” ADDITIONAL JOBS BASED ON INTERNAL EQUITY
- MOVE AWAY FROM HAY POINTS AS THE DETERMINING FACTOR IN PLACING A JOB ONTO THE SALARY SCHEDULE

MOVE EMPLOYEES THROUGH THEIR RANGE

- TO AVOID COMPRESSION, MOVE EMPLOYEES INTO THE NEW RANGE
- MOVE EMPLOYEES ONTO THE STEP NEAREST THEIR CURRENT SALARY, WITHOUT GOING LOWER
- MANY EMPLOYEES A HIGHER GROWTH POTENTIAL BY MOVING TO A HIGHER RANGE OR EXPANDING THEIR CURRENT RANGE

BENEFITS IN MOVING AWAY FROM HAY POINTS

TRANSPARENCY

BASING RANGE PLACEMENTS ON MARKET
RATES ALLOWS FOR A CLEAR,
TRANSPARENT EXERCISE

THE MARKET IS EASY TO UNDERSTAND
FOR AN AVERAGE EMPLOYEE

THE MARKET ALLOWS FOR CLEARER
CONVERSATION DURING NEGOTIATIONS

EXTERNAL VALUE ALIGNMENT

ALLOWS YOU TO RECRUIT AND RETAIN
QUALITY STAFF

EMPLOYEES WANT TO KNOW THEY'RE
BEING PAID A FAIR RATE

KNOWING THE MARKET RATE ALLOWS
YOU TO NOT OVERPAY OR UNDERPAY

EASIER MAINTENANCE

MOST PUBLIC EMPLOYERS ARE MOVING
AWAY FROM THE HAY SYSTEM DUE TO ITS
COMPLICATED, EXPENSIVE MAINTENANCE
AND RE-OCCURRING REGISTRATION FEES

HAY SYSTEM WAS POPULAR IN THE 70S
AND 80S, BUT IS BEING PHASED OUT
AROUND THE NATION

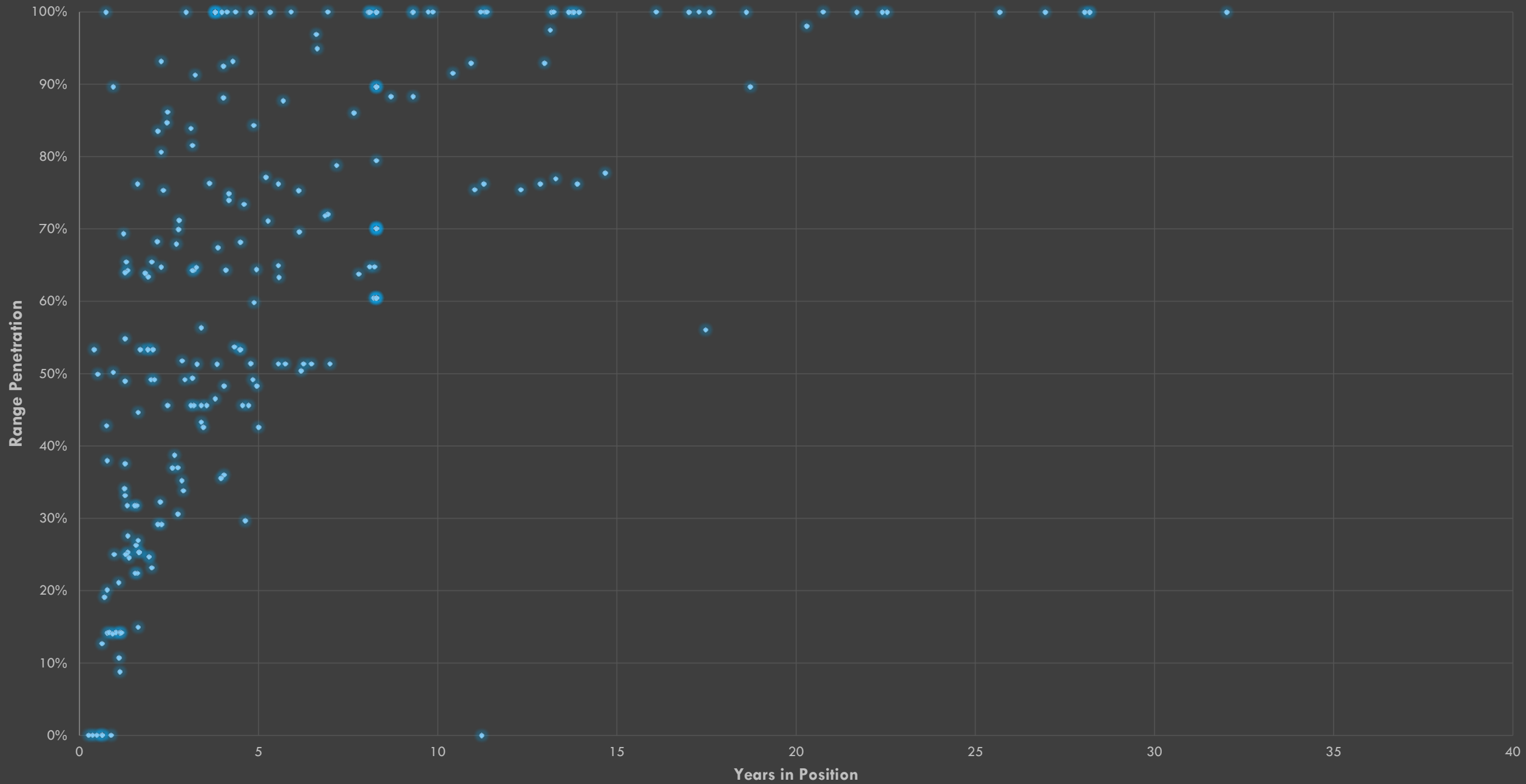
Scott County Current Job Title	PROPOSED			Market		Current		
	Proposed Job Title	Range	MID	Nearest Range to Market Midpoint	Market Midpoint	Nearest Range to Current Midpoint	Current Mid	Current Salary Range Number

Information Technology Services

Information Technology Director	Information Technology Director	37	\$103,870	37	\$ 103,318	37	\$102,533	A725
GIS Coordinator	GIS Manager	34	\$89,727	34	\$ 87,553	33	\$84,317	A556
Network Infrastructure Supervisor	Network Infrastructure Manager	32	\$81,385	32	\$ 79,283	32	\$80,318	A519
Senior Programmer/Analyst	Programmer/Analyst Manager	34	\$89,727	34	\$ 87,079	32	\$79,436	A511
Webmaster	Webmaster	31	\$77,510	31	\$ 77,089	30	\$73,426	A455
Programmer Analyst II	Senior Programmer/Analyst	31	\$77,510	31	\$ 76,031	30	\$72,334	A445
Network Systems Administrator	Network Systems Administrator	28	\$66,956	28	\$ 66,365	29	\$68,142	A406
Programmer/Analyst I	Programmer/Analyst	28	\$66,956	28	\$ 67,408	28	\$65,548	A382
GIS Analyst	GIS Analyst	27	\$63,767	28	\$ 66,339	26	\$59,167	A323
Technology Systems Coordinator	Technology Systems Specialist - Public Safety	27	\$63,767			26	\$58,827	A332
Desktop Support Technician	Desktop Support Technician	21	\$47,584	21	\$ 46,618	20	\$44,514	A187

This document was presented for illustrative purposes only and should not be interpreted as a final product or impact on any individual or department.

Current Range Penetration by Years in Position
Reviewing Compression of Employees



General	Number of People Affected	Average Increase in Salary	Total Annual Salary Budget	% of Total Budget	Total Cost to Implement
Below Minimum Calculations	11	\$1,844	\$18,570,310	0.1%	\$20,283
Move to Nearest Step	276	\$661	\$18,570,310	1.0%	\$182,393

Public Safety	Number of People Affected	Average Increase in Salary	Total Annual Salary Budget	% of Total Budget	Total Cost to Implement
Below Minimum Calculations	14	\$549	\$7,575,181	0.1%	\$7,689
Move to Nearest Step	78	\$755	\$7,575,181	0.8%	\$58,897

Secondary Roads	Number of People Affected	Average Increase in Salary	Total Annual Salary Budget	% of Total Budget	Total Cost to Implement
Below Minimum Calculations	0	\$0	\$1,367,829	0.0%	\$0
Move to Nearest Step	27	\$514	\$1,367,829	1.0%	\$13,875



SCOTT COUNTY STUDY FINDINGS

SALARY SURVEY TELLS YOU WHERE YOU ARE, NOT WHERE YOU SHOULD BE

FINDINGS INFORM AND GUIDE RECRUITMENT AND RETENTION OF EMPLOYEES

NEXT STEPS – ADOPT RECOMMENDATIONS OF STAFF ON IMPLEMENTATION OPTIONS



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