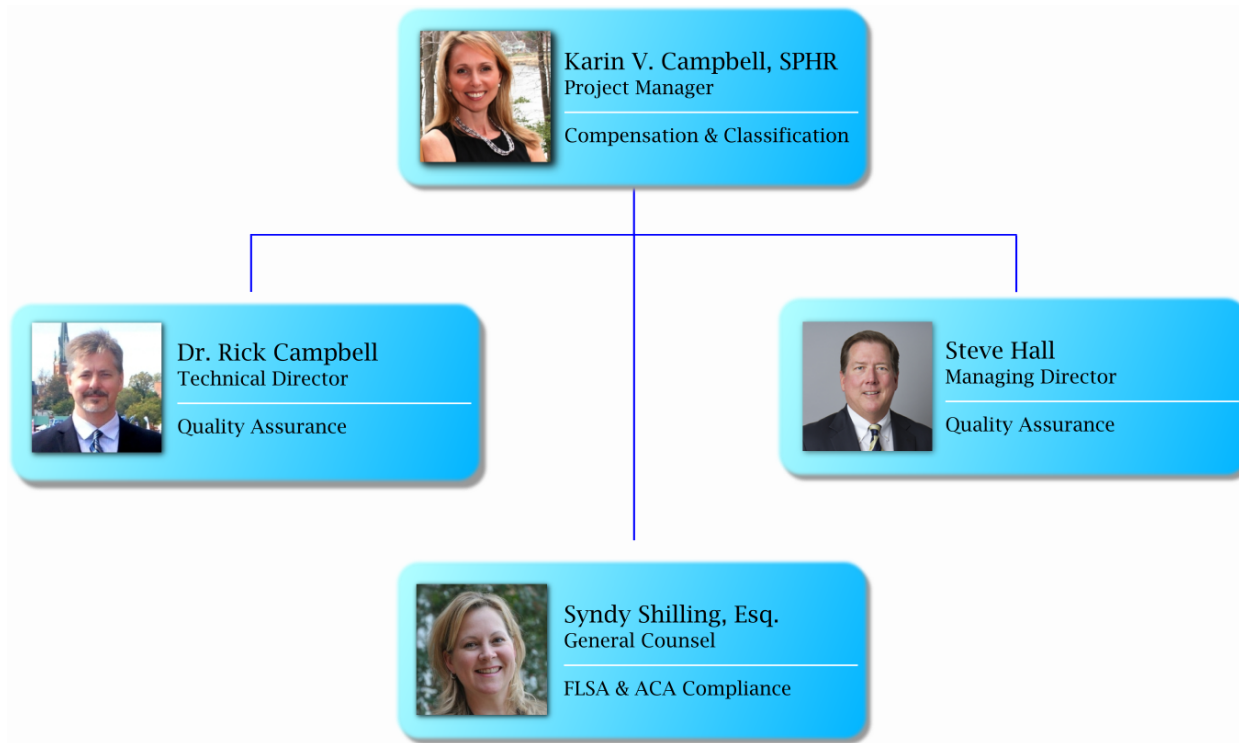




Personnel Classification and Compensation Study and Analysis

Introduction

Paypoint HR Principals



Our Competitive Advantages

Service Ability – We have worked with a variety of organizations. Our smallest client had 7 employees and our largest had 18,000 employees. A typical client has 50 to 2,500 employees.

Experience – Our team members each have several decades of experience in HR, Compensation & Classification. Each member has there own specialty area within Human Resources.

Compliance – We adhere to industry best practices when conducting surveys and generating deliverables. We stay plugged in to the ever changing employment regulations.

Data – Using NASA/Big Data Analysis Techniques we find trends that “standard” analyses cannot.

Workload – Our team is dedicated to your project. We assign a project lead and have staff able to be deployed when needed.

Technology – Position Vantage Point (PVP), our proprietary cloud based software allows for more convenient and timely job analysis.

Project Communication Plan

PROJECT COMMUNICATION TABLE

Document	Recipients	Responsibilities	Update frequency
Executive Project Announcement Letter	All Staff	City Council/City Manager	None
Project Schedule Timeline	All Staff	Paypoint HR & Client Project Team	At least monthly
Initial Data Exchange	Paypoint HR	Client Project Team	At the beginning of the project through completion of Phase A
Memos/Bulletins/Progress Updates	All Staff	Paypoint HR & Client Project Team	Periodic throughout the study until completion
FAQ's	All Staff	Paypoint HR & Client Project Team	
Position Vantage Point Questionnaires and Interview Documents	All Staff	Paypoint HR & Client Project Team	
Interim Report	Client Project Team	Paypoint HR	
Management and Employee Buy-In Materials/Updated Job Descriptions	All Staff	Paypoint HR	
Informal Appeals	All Staff	Paypoint HR with	

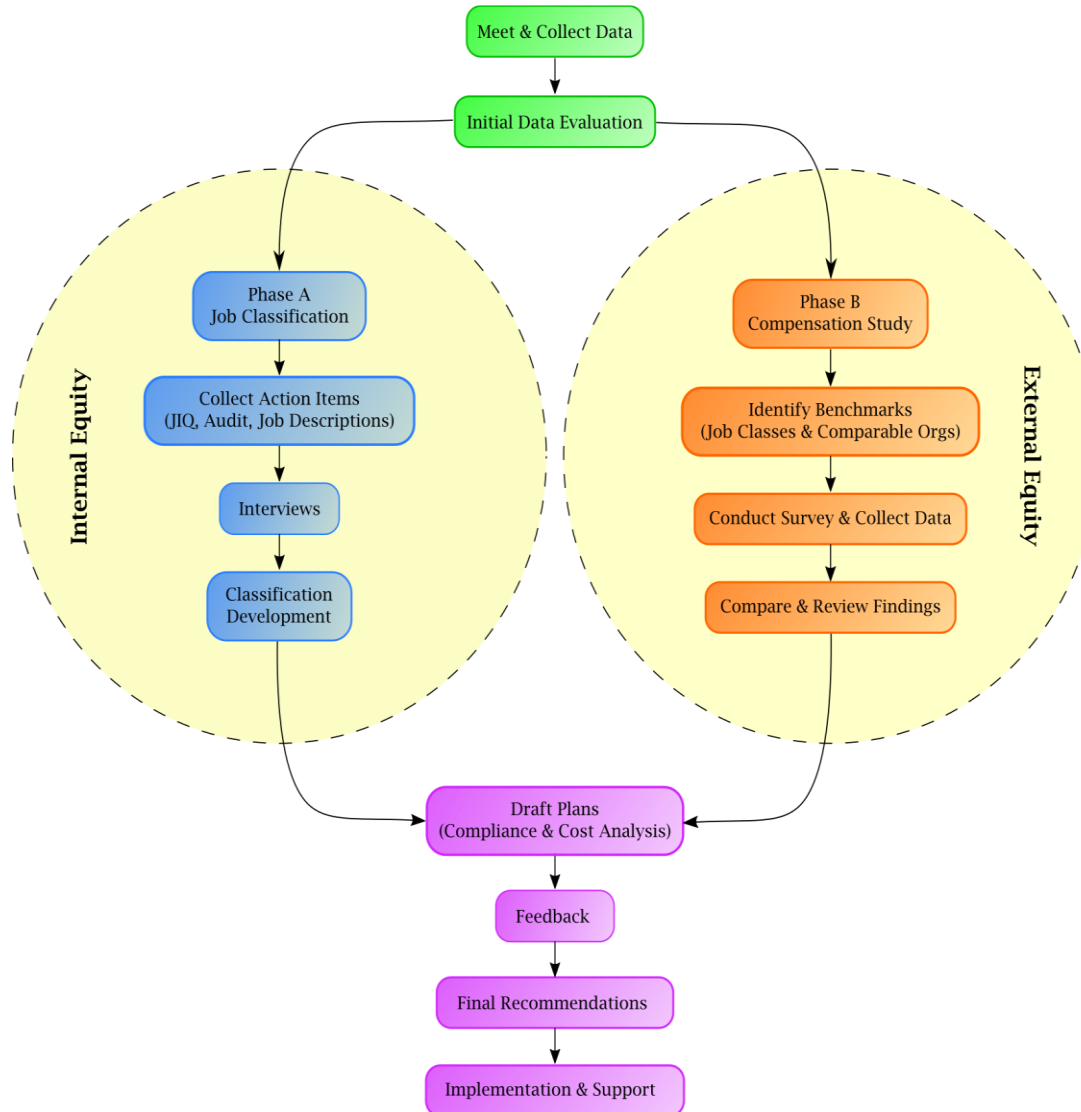
PROJECT TEAM & TASK FORCE ASSIGNMENTS

Name of team	Team goals	Team leads	Team roles
Project Team	Pre-project, mid-project and post-project communication	HR will be the main contact for the study and will coordinate meeting times, locations, and timing for communication	The Project Team will help establish ground rules for the study and give suggestions for benchmarked positions and comparator agencies.
Task Force	Reinforce clear communication and participation of their employee groups	Department Heads	The Task Force will be the liaison between the Project Team and the employees. The role of the participants is to ensure clear communication channels, give feedback on types and timing of communication, and help ensure participation by employees in the PVP. The Task Force may also provide input on the job family hierarchy and help establish internal job

Scope of Work

1. Review all current job classifications, confirm and recommend changes to hierarchical order of jobs using your evaluation system. No class specification will be written/rewritten. Class specifications are up-to-date.
2. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Georgia municipalities as required.
3. Analyze and recommend changes to the present compensation structure, promotion increases and succession plans to meet market analysis. This recommendation may include recommendations for individual positions as well

Methodology Flow Chart



Approach to Classification

- Review background materials to establish a baseline,
- Communicate with leadership and employees,
 - ➡ • Kick-off meeting
 - Communication plan
- ➡ • Employee outreach
 - On-site orientation sessions with employees,
 - Focus groups/interviews,
- Develop, distribute, collect and review job analysis questionnaires,
- Review existing classifications for regulatory compliance,
- Analyze findings,
- Recommend job classification and succession plans,
- Recommend policy and procedure improvements, and
- Develop steps to ensure successful transferability, administration as well as ongoing maintenance.

Approach to Classification

Position Vantage Point

- Education
- Certifications
- Work Duties
- Work Experience

- Physical
- Working Conditions
- Interaction

Background

Skill

Environment

Authority

You agree that the person who has completed the questionnaire is person identified in the Background section, you agree the information is accurate to the best of your ability, and you understand this information to help develop a job description for your job title.

Signature _____

Position Vantage Point

Background

First Name

Last Name

Department

Job Title

Job Category

- Administrative (e.g., Accounts Payable, Admin. Assistant, Secretary)
- Education (e.g., Teacher, Librarian, Social Worker)
- Executive (e.g., Department Head, Assessor)
- Fire & Rescue (non-administrative)
- Laborer (e.g., Bus Driver, Custodian, Maintenance)
- Law Enforcement (non-administrative)
- Professional (e.g., Accountant, Marketing, Engineer, Lawyer)
- Skilled Trade (e.g., Mechanical/Electrical/Water Inspector)
- Trade Supervisor (e.g., Shift Supervisor, Foreman)
- Other (Other)

Status


- Full-Time
- Part-Time


Work Week (Hours)

Supervisor Name

Job Description

1/11

 Paypoint HR

 CITY OF DOUGLASVILLE
GEORGIA

8

Compensible Factor Score

- Education
- Certifications
- Work Duties
- Work Experience
- Financial Authority
- Supervision
- Complexity
- Independence
- Impact
- Physical
- Working Conditions
- Interaction

Verification: We report the correlation of the knowledge, skills, and abilities of each position with the average salary found in the external market.

Compensible Factor Score

Current Grade	Job Title	CFS Score
-	Town Manager	134.8
-	Town Attorney	99.8
30	Director, Environmental Services	89.7
30	Director, Finance	82.4
30	Director, Electric	81.9
30	Chief, Police	81.7
30	Director, Human Resources	78.8
26	Captain, Police	69.5
28	Director, Planning & Zoning	69.1
30	Director, IT	65.0
30	Director, Community Development & Tourism	62.4
24	Assistant Town Attorney	59.6
24	Manager, Finance	48.9
24	Manager, Infrastructure	46.2
24	Manager, WWTP	45.9
24	Manager, Fleet	41.2

Approach to Compensation

- Review current compensation practices,
- Conduct internal salary relationship analysis,
- Identify appropriate:
 - Benchmark positions,
 - Public sector comparator organizations
- Conduct custom external market salary survey,
- Conduct pay compression analysis,
- Recommend externally competitive and internally equitable compensation structure,
- Develop a transition plan for key staff to implement and maintain recommendations,
- Prepare fiscal impact analysis of recommendations, and
- Create a written final report.

Internal Survey – Salary Scale

(Ref: Westminster, MD – Current 2016-2017 Pay Scale)

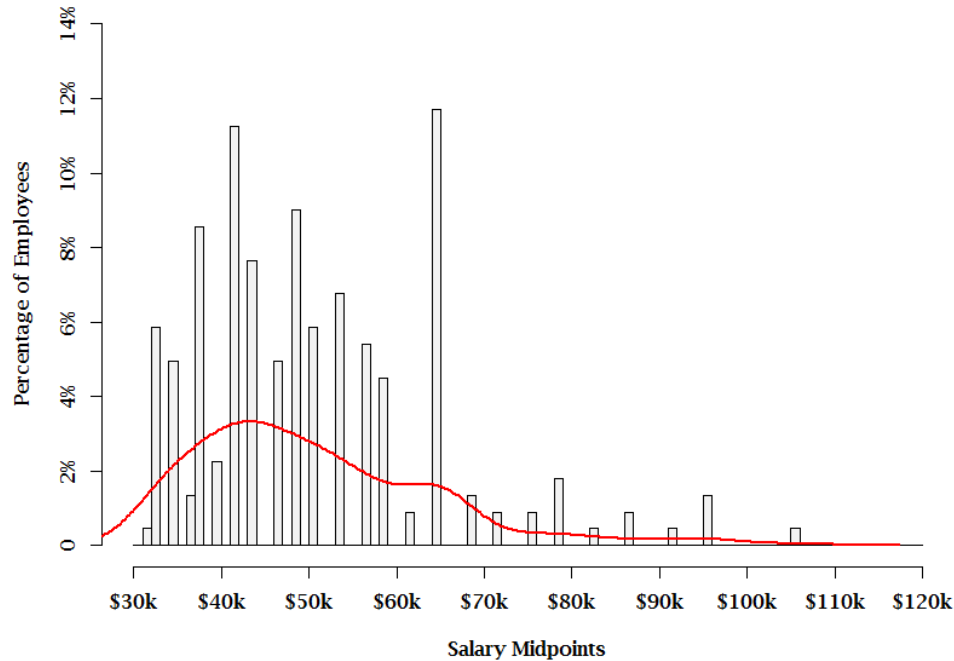
Current Salary Scale

- 17 grades (A-Q), 16 steps
- Steps at ~3%, Spread at 55.8%
- Ladders between grades range from 5% to 15%

Takeaway: Consider making ladders consistent, adding additional grades if necessary. Increase Spread to 60% by adding step.

Salary Distribution Example

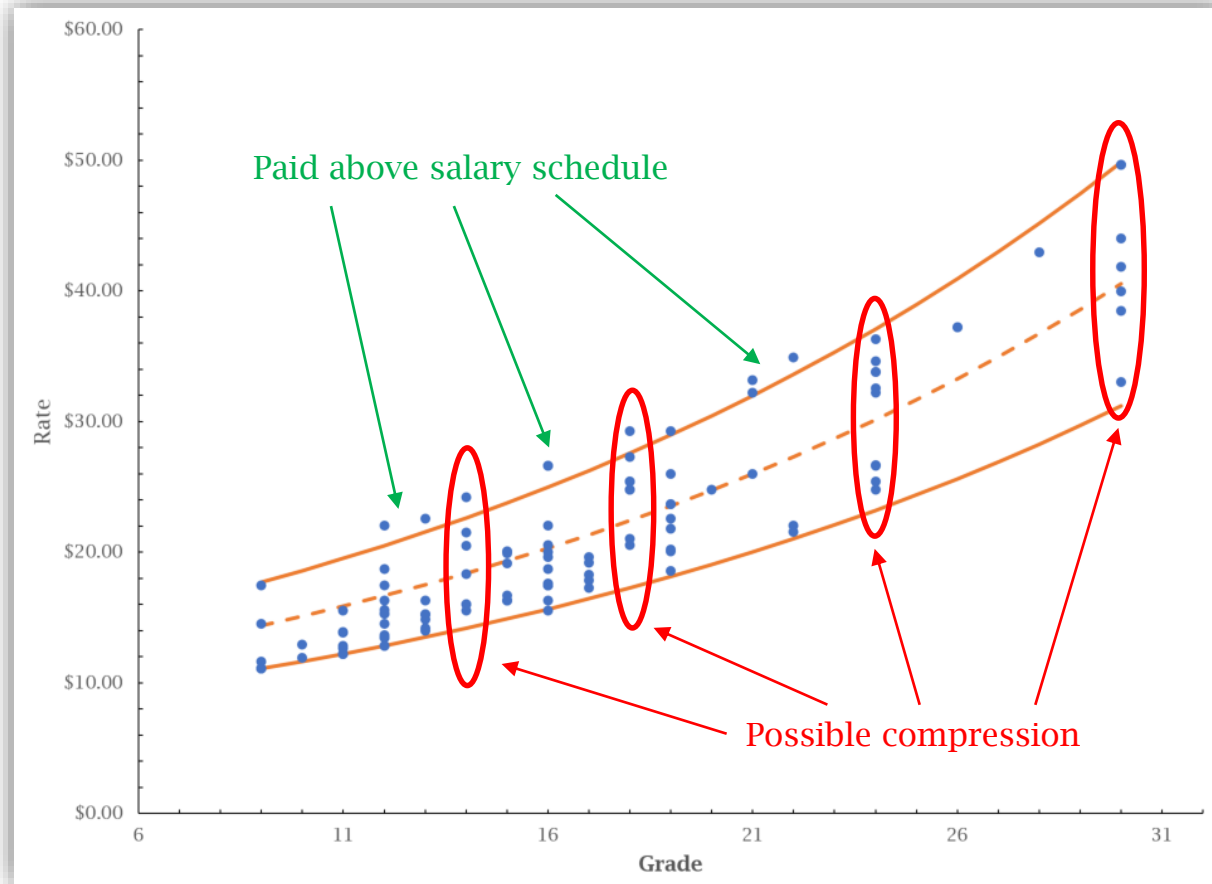
(Ref: Radford, VA - Current Classification Schedule and FY 2017 Pay Scale 2/1/17)



Takeaway: Salary distribution is well balanced for the city as a whole. Verify that the salary distribution is also balanced within each pay grade to identify compression issues and internal equity.

Salary Distribution Example

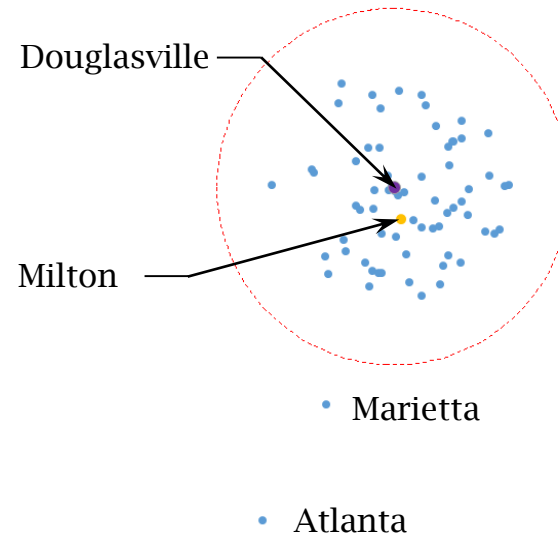
(Ref: Front Royal, VA – Current Classification Schedule and FY 2017 Pay Scale)



External Survey – Comparators

Comparators Factors

- Cost of Living Adjustment
- High School Graduation Rate
- Labor Force Participation Rate
- Median Household Income
- Median Housing Price
- Unemployment Rate
- Population



Potential Comparators

Acworth, Alpharetta, Brookhaven, Canton, Carrollton, Cartersville, Dalton, Decatur, Duluth, Dunwoody, East Point, Griffin, Kennesaw, LaGrange, Marietta, McDonough, Milton, Newnan, Peachtree City, Peachtree Corners, Rome, Smyrna, Stockbridge, Union City, Woodstock

External Market Example

(Ref: Radford, VA – Current Classification Schedule and FY 2017 Pay Scale 2/1/17)

Title	Grade	Market Min	% Diff	Market Mean	% Diff	Market Max	% Diff
Laborer I	4	\$19,000	+34%	\$27,740	+18%	\$37,880	-13%
Police Officer	12	\$33,060	+14%	\$44,810	+8%	\$60,360	-20%
Librarian	16	\$35,020	+31%	\$51,580	+14%	\$69,370	-15%
Civil Engineer	25	\$45,260	+57%	\$79,170	+15%	\$120,430	-24%

Takeaway: Librarians are paid **+14%** above the average salary in the external market. Examine salaries relative to the strategic vision of the city; consider turnover and recruitment issues.

Classification Example

(Ref: Tinley Park, IL Compensation & Benefits Plan Review and Analysis 02/08/17)

CFS Score	Title	Current Grade	Current Rate	New Grade	New Rate
31.2	Senior Accountant	M015 J (b)	\$44.94	17 J	\$47.90
20.8	Foreman - Electric	M020 E (b)	\$41.76	15 J	\$41.76
18.7	Executive Assistant	M001 B (b)	\$28.79	14 B	\$28.79

Takeaway: Classification was simplified and updated based on employees & managers responses to PVP job survey. The Senior Accountant Position salary was increased based on the external market. The Senior Accountant Position was at the maximum of the grade previously that had produced compression issues.

Recommendations Example

(Ref: Glenpool, OK Compensation Study 09/04/17)

Salary Recommendations

1. Raise the salary of positions that are below the Living Wage for Tulsa County, first, that were not included in the study, i.e., Volunteer Fire Firefighters.
2. Raise the salary of Part-Time positions that are *substantially* below market, second, at a cost of \$10,427.
 - 2 Event Coordinators (\$10,427 total).
3. Raise the salary of Full-Time positions that are *substantially* below market and earn below the median household income of \$59,444 (\$28.58/hr) for Glenpool, third, at a cost of \$225,424.
 - 1 Administrative Assistant to the City Manager (\$11,216),
 - 1 Animal Control Officer (\$6,536),
 - 1 Building Maintenance Technician (\$4,424),
 - 1 Code Enforcement Officer (\$9,837),

Takeaway: Financial impact of recommendations presented in a manner that allows for implementation over several budget cycles if necessary. Employees at the lowest salaries are typically considered first along with difficult to retain positions.

Contact Information

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Open Discussion