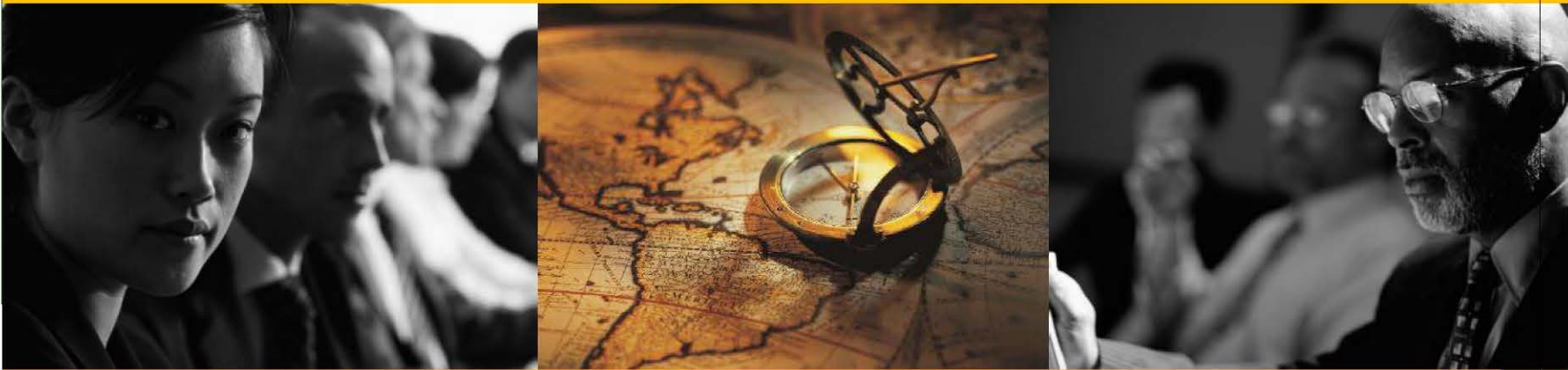


Classification and Compensation Study Pinellas County, Florida Personnel Board



Presented by:



Evergreen Solutions, LLC

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Overview

- **Study Goals**
- **Project Phases**
- **Employee Meetings**
- **Current System Review**
- **JAT Responses**
- **Compensation Survey**
- **Next Steps**

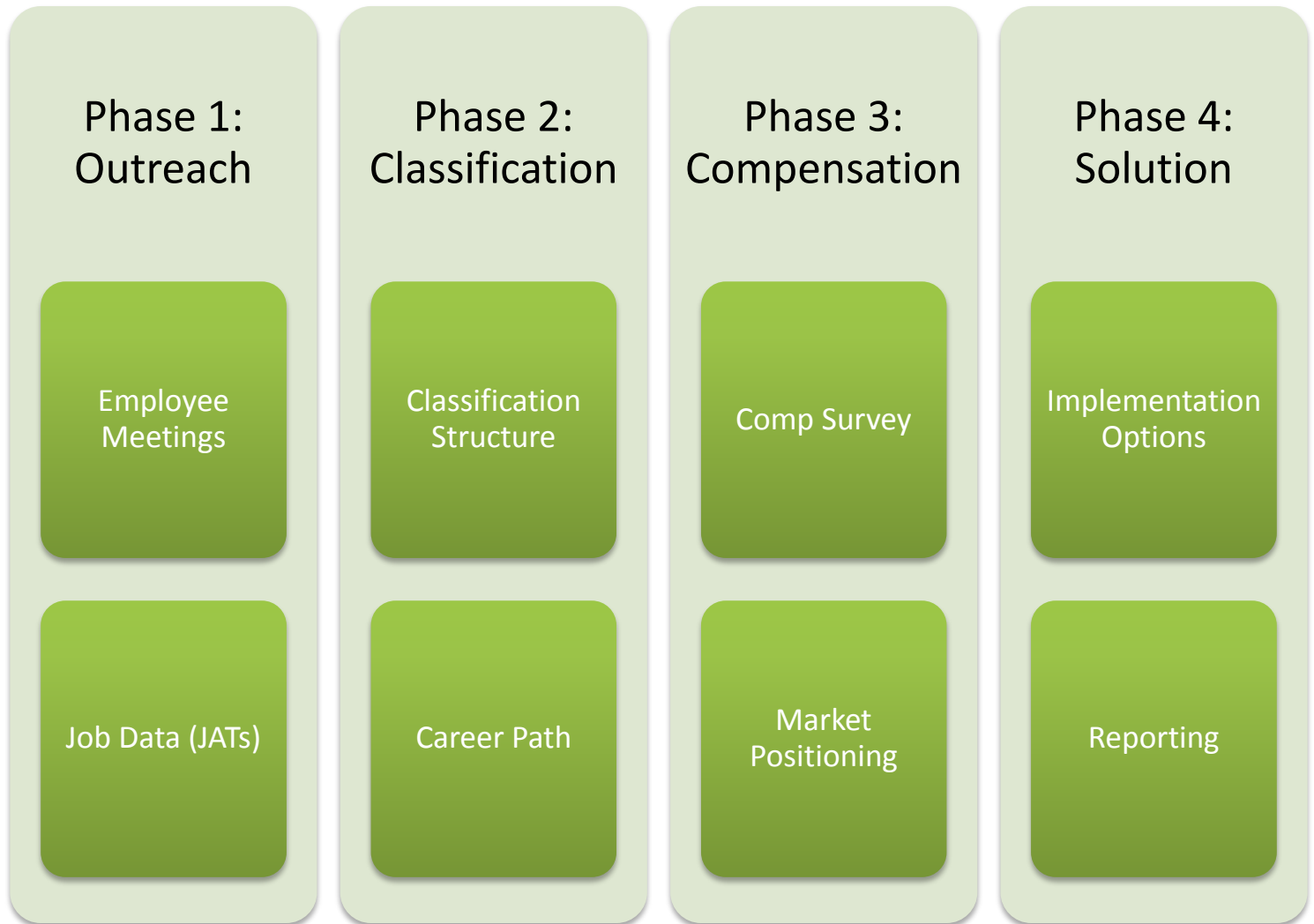


Study Goals

- **Review current classification and compensation system to ensure internal equity**
- **Survey peer organizations to ensure external equity**
- **Produce recommendations to provide the organization with a classification and compensation system that is equitable, both internally and externally**



Project Phases



Employee Meetings

Comments - Positive

- **Benefits** – The County’s employees expressed that the benefits package, specifically paying the majority of the cost for individual coverage, working conditions, and the pride they feel by serving their community, played a positive role in affecting morale.
- **Culture** – Several employees described the quality of people they work with as the number one reason they’ve stayed with the organization. Many also cited having a wonderful relationship with their direct supervisor as a key reason for staying.
- **Environment** – Many County employees expressed that the county’s vast and lush green space, scenery and trails to be a true gem and advantage in quality of life compared to close by cities and within metro-Miami.
- **Schedule** – With a few exceptions, employees expressed their satisfaction with the hours worked leading to a greater work life balance, especially by having weekends off as well as designated paid time off.



Employee Meetings

Comments - Concerns

- **External Equity** – Feedback on the competitiveness of pay in Pinellas County was mixed, with some employees sharing that their starting pay is lower than in other municipalities but they have decent opportunities to increase pay thanks to the career ladder.
- **Internal Equity** – There was slight concern that within some departments, subordinates are more highly paid and have a higher earning potential compared to their supervisors.
- **Professional Development** – A number of employees indicated that opportunities for advancement via the “career ladder” was amazing and worked in their favor. Others indicated that this ladder was more prevalent in the past but they have not seen enough positive change come from it in recent years.



Employee Meetings

Comments – Concerns

- **Pay Increases** – The general consensus is that salary increases across all major departments are not consistent or equitable.
- **Performance Management** – Some positives from a Supervisor's viewpoint were that it does not take too long to complete. On the other hand, Supervisors mentioned the importance of giving employees feedback more than just quarterly. The general perception of the current evaluation process is currently undesirable.



Current System Review

- **Strength:**

- The County has avoided letting employees stay at the minimum or maximum of their pay grades.
- The County has a very strong, positive relationship between tenure and pay grade penetration.

- **Weakness:**

- Range spread, generally recommended to be between 50-70 percent, varies across several grades. The County's three plans have range spreads varying from 48.7 percent up to 86.4 percent, even after removing the banded pay grades.
- There appears to be some compression in some pay ranges.



JAT Completion

- Number of JATs issued: 3,057
- Number of JATs completed: 2,706 (88.5%)
- Number of JATs reviewed by supervisor: 2,489 (91.9%)
- Variation in response: 164 (.06%)



Compression Analysis

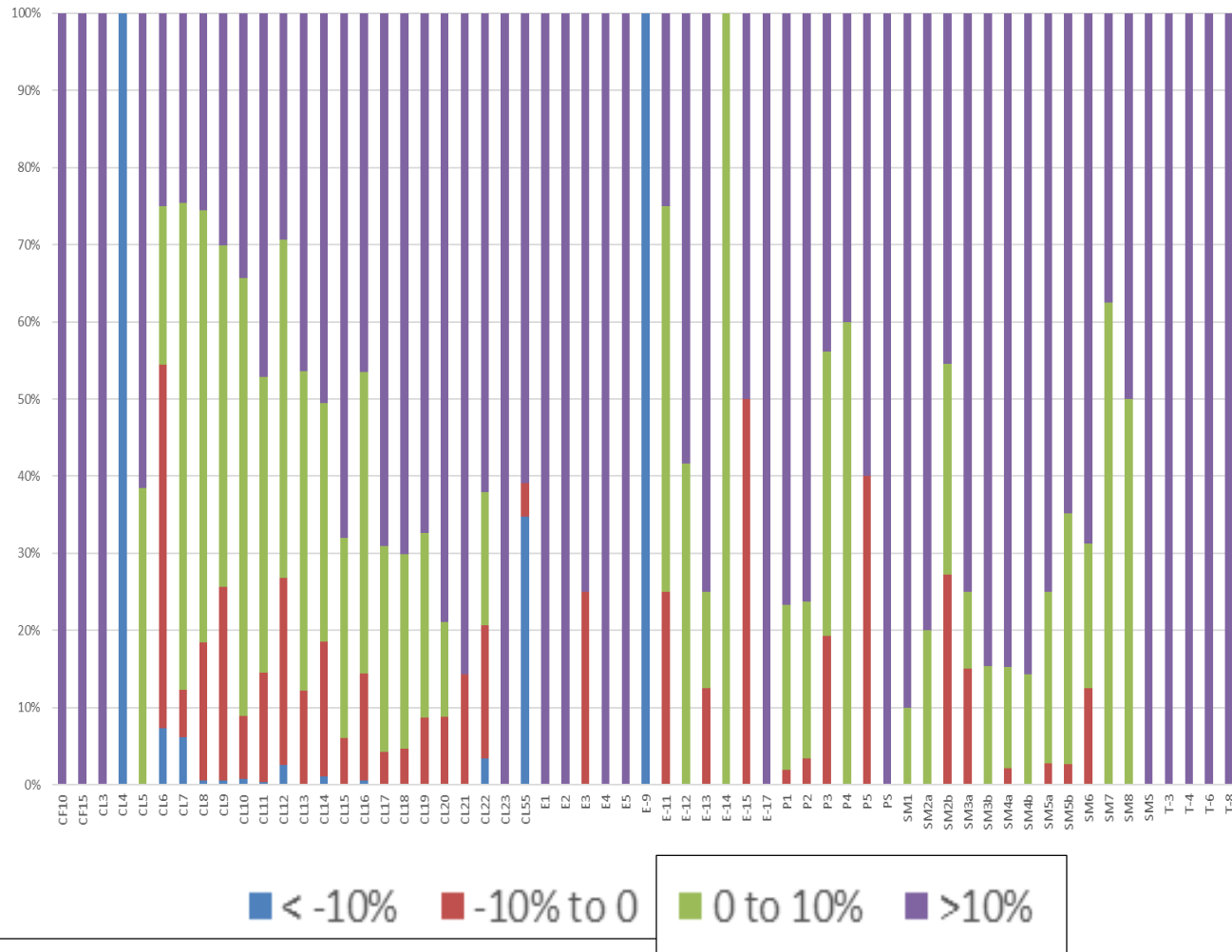
- Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and/or responsibility.
 - *Range Compression* – employees in the same job, but with different levels of experience not possessing sufficient pay variation.
 - *Rank Compression* – employees in a supervisor-supervisee relationship not possessing sufficient pay variation.



Average vs. Expected Salary

Bar graph

- Expected salary is calculated using a thirty-year progression (e.g. employee would expect to be at midpoint after 15 years in the position and at maximum after 30 years).
- Majority of employees are paid more than 10 percent above what they would expect based on their class years.



Average vs. Expected Salary

Table

- Same data as previous slide
- Breakdown by pay grade shows that a majority of employees are paid more than 10 percent above the expected amount based on class years.

GRADE	< 10%	10% to 0	0 to 10%	>10%
CF10				9
CF15				2
CL3				5
CL4	6			
CL5			10	16
CL6	5	32	14	17
CL7	4	4	41	16
CL8	1	33	103	47
CL9	2	97	171	116
CL10	1	11	76	46
CL11	1	40	108	133
CL12	6	57	103	69
CL13		24	81	91
CL14	2	31	55	90
CL15		6	26	68
CL16	1	26	73	87
CL17		3	19	49
CL18		5	27	75
CL19		4	11	31
CL20		5	7	45
CL21		1		6
CL22	1	5	5	18
CL23				2
CL55	8	1		14
E1				2
E2				1
E3		1		3
E4				1
E5				1

GRADE	< 10%	10% to 0	0 to 10%	>10%
E-9	1			
E-11		1	2	1
E-12			5	7
E-13		1	1	6
E-14			1	
E-15		2		2
E-17				1
P1		2	22	79
P2		2	12	45
P3		11	21	25
P4			3	2
P5		2		3
PS				12
SM1			1	9
SM2a			2	8
SM2b		3	3	5
SM3a		3	2	15
SM3b			2	11
SM4a		1	6	39
SM4b			1	6
SM5a		1	8	27
SM5b		1	12	24
SM6		4	6	22
SM7			5	3
SM8			1	1
SMS				1
T-3				1
T-4				2
T-6				2
T-8				1



Comp Survey

- Salary and benefits survey resulted in 19 responses.
- All responses are adjusted for cost of living differentials.
- Salary ranges and average actuals were collected from the respondents.
- A total of 134 jobs were benchmarked representing all participating parties.

Market Peers
Hillsborough
Orange
Duval
Lee
Pasco
Sarasota
Manatee
Collier
Charlotte
Volusia
Broward
Palm Beach
City of Tampa
City of St. Petersburg
City of Orlando
City of Clearwater
City of Largo
Pinellas Park
Dunedin



Comp Survey Results

Market Comparison Results

Public Sector (Primary Market Survey)			Private Sector (Economic Research Institute)			Blended Comparison		
Minimum	Maximum	Avg. Actual	Minimum	Maximum	Avg. Actual	Minimum	Maximum	Avg. Actual
2.3%	-0.8%	0.4%	-12.3%	-5.0%	-11.9%	-8.8%	-4.5%	-8.7%

On average, Pinellas County:

- meets the public sector market in range and actual pay;
- lags the private sector market in range and actual pay;
- lags the blended (public/private) sector market in range and actual pay.

In summary, among those classifications with high levels of private sector representation, the average actual differential will impact recruitment and retention at the extremes.



Total Comp Results

Total Compensation Results

Data Type	Public Sector (Primary Market Survey)			Private Sector (Economic Research Institute)			Blended Comparison		
	Minimum	Maximum	Avg. Actual	Minimum	Maximum	Avg. Actual	Minimum	Maximum	Avg. Actual
Salaries Only	2.3%	-0.8%	0.4%	-12.3%	-5.0%	-11.9%	-8.8%	-4.5%	-8.7%
Total Compensation	7.8%	4.9%	6.1%	-2.7%	4.0%	0.7%	-0.4%	3.6%	2.0%

- Pinellas County reported that benefits compose 40% of total compensation.
- The average percentage reported by public sector peers was 32%
- An estimate of 28% was used to represent the private sector



Solution Options

- Three distinct classification/compensation structure proposals
 - Option 1 – A banded structure consisting of 8 unique career bands with varying compensation levels
 - Option 2 – Minor consolidation of current classification system. Singular unified pay plan
 - Option 3 – Moderate consolidation of current classification system. Singular unified pay plan



Solution Pros and Cons

Option	Pros	Cons
1 – Banded Structure	<ul style="list-style-type: none">• Maximizes flexibility• Simplifies system• Accommodates future growth and change	<ul style="list-style-type: none">• Longer implementation• Change management• Technology cost• Structural cost to implement
2 – Minor Consolidation	<ul style="list-style-type: none">• Maintains current structure• Ease of transition• Ease of employee acceptance	<ul style="list-style-type: none">• Preserves current structural issues• Will not be perceived as sufficient by employees
3 – Moderate Consolidation	<ul style="list-style-type: none">• Maintains current structure• Addresses most classification issues• Improves career paths• Ease of transition	<ul style="list-style-type: none">• Higher cost than minor consolidation• More change management than minor consolidation



Considerations

- Three considerations for the solution:
 - Market approach (public, blended, blended adjusted for total comp)
 - Solution Option (banded, minor adjustment to current, more adjustment to current)
 - Implementation Option (bring to min, bring to midpoint, 80% of midpoint, five years equals midpoint, and five year progression to midpoint)



Solution Example

Ex. Employee has been in the role for 6 months

Current Title Office Specialist, Senior	Recommended Title	Recommended Grade	Implementation Methods				
			Bring to Minimum	Bring to Midpoint	Bring to 80% of Midpoint	If 5 Years Bring to Mid	5 Years Progress to Mid
			Cost	Cost	Cost	Cost	Cost
Option 1 (Public Only)	Specialist 3	Specialist 3	\$0.00	\$10,654.05	\$2,761.64	\$0.00	\$130.84
Option 1 (Blended)			\$1,520.83	\$16,685.24	\$7,586.59	\$1,520.83	\$4,553.71
Option 1 (Blended) – Total Comp			\$1,358.10	\$14,899.92	\$6,774.82	\$1,358.10	\$4,066.46
Option 2 (Public Only)	Office Specialist 2	5	\$0.00	\$8,376.98	\$939.99	\$0.00	\$1,512.06
Option 2 (Blended)			\$4,167.50	\$14,060.16	\$5,486.52	\$4,167.50	\$6,146.03
Option 2 (Blended) – Total Comp			\$3,721.58	\$12,555.72	\$4,899.46	\$3,721.58	\$5,488.40
Option 3 (Public Only)	Office Specialist 2	6	\$1,083.01	\$10,050.31	\$2,278.65	\$1,083.01	\$2,876.47
Option 3 (Blended)			\$5,651.40	\$15,989.22	\$7,029.78	\$5,651.40	\$7,718.97
Option 3 (Blended) – Total Comp			\$5,046.70	\$14,278.37	\$6,277.59	\$5,046.70	\$6,893.04



Next Steps

- Finalize implementation plan – April - June 2018
 - Select alternative
 - Communicate alternative
 - Address concerns
 - Submit written report
- Revised class descriptions – June and July 2018
 - Create new class descriptions
 - Revise current class descriptions

