

# MANAGEMENT CLASSIFICATION & COMPENSATION UPDATE

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*Meeting the workforce needs of today and tomorrow*

COHR  
November 7, 2023

# MCSP Project Overview & Schedule



## Phase I: Interim Steps

Sept to December 2021

- Increased bilingual pay
- Codified Juneteenth holiday and floating holiday
- Eliminated Retention, Longevity, and Succession Pay
- Established an interim process for Merit Salary Increases, General Wage Increases, and Equity Reviews

## Phase II: Path Forward

July 2022 to February 2023

- RFP for project for market study
- Signed with The Segal Company
- Segal report submitted Feb 2023
- Established Elected benefits/wage Resolution

February 2023 to Oct 2023

- Contracted with RGS
- Designed Class & Comp Structure
- Pre-Work on Governing Documents
- Engaged Stakeholders

## Phase III: Implementation

October 2023 to WD Go Live

- BOS authority for new Class/Comp structure & Benefits
- Align Governing Documents
- Design & test new Class/Comp structure in WD
- Launch when WD goes live



# Classification & Compensation

# Why Change?

1. C&C structures should be reviewed regularly to reflect changes in the organizational and industry milieu.
2. C&C structure reviews result in the organization remaining competitive.
3. New ERP system is a good time to review C&C structures

# Historical Overview: C & C

	1970 to 2006
Management Employees	375
Job Classifications	200 classifications levels
Comp Model	Steps Based
Salary Ranges	77

2007 to 2023
352
6 classification levels
Broad Bands
15

Classification

Compensation

1. Classification

5 Steps

2. Classification



5 Steps

← 20%

3. Classification

5 Steps

4. Classification

5 Steps

198. Classification

5 Steps

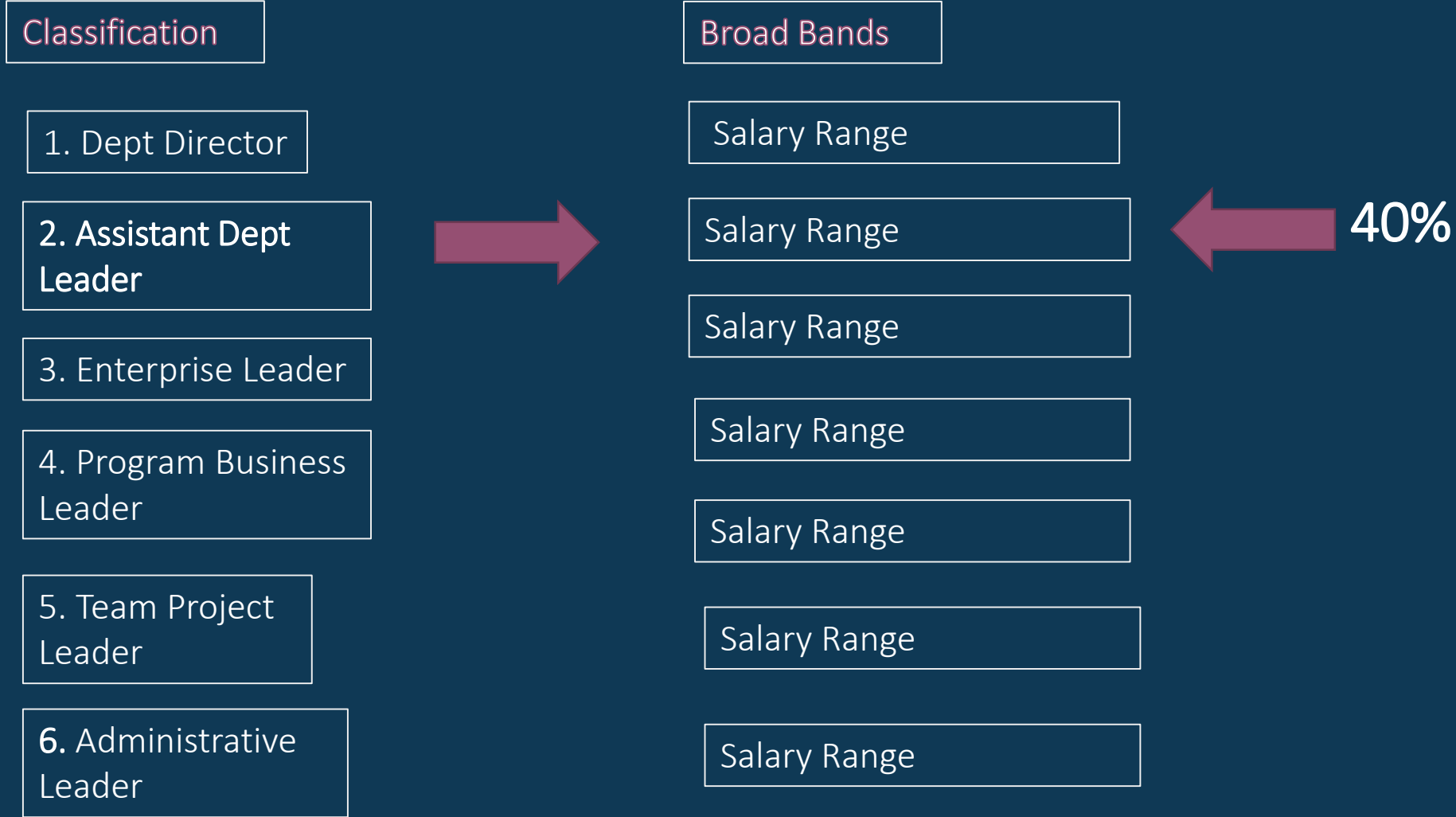
199. Classification

5 Steps

200. Classification

5 Steps

# 1970 to 2006 Class & Comp Structure



# 2007 to 2023 Class & Comp Structure

# 2024 Proposed Classification & Compensation Structure

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Erin Jeffery

Fiscal and Workforce Planning Division Chief

# MCC PROJECT GUIDING PRINCIPLES



- ❖ Integrate easily with WorkDay
- ❖ Address wage compaction
- ❖ Mitigate impacts to department finances
- ❖ Mitigate adverse impacts to management employees
- ❖ Include governance regarding working titles
- ❖ Benchmark to market



# MCC PROJECT GOALS



1. Improve recruitment and retention:
  - align compensation market averages
  - benchmark to industry appropriate positions
  - establish clear paths for salary and career progression
2. Ensure equity:
  - job titles and compensation for similar work
3. Comply with WorkDay requirements:
  - Use compatible language and structure

# Class & Comp Models Compared

	1970 to 2006
Management Employees	375
Job Classifications	200 classifications levels
Comp Model	Step Based
Salary Bands	77

2007 to 2023
352
6 classification levels
Broad Bands
15 → 23

2024 Proposed	
Executive CACEO, DD, Asst DD, CFAO)	Mgmt Group
64	309
4 classification levels	17 Job Families (6 classification levels)
Broad Bands	Step Based
4	50

**PROPOSED CLASSIFICATION LEVELS**

**EXECUTIVE**

Assistant County Executive  
Department Director  
Assistant Director  
Chief Financial & Administrative Officers

**MANAGER**

MANAGER III  
MANAGER II  
MANAGER 1

**MANAGEMENT PROFESSIONAL -MP**

MP SENIOR  
MP II  
MP I

**PROPOSED COMPENSATION MODEL**

**EXECUTIVE**

Broad Band  
Broad Band  
Broad Band  
Broad Band

**MANAGER**

5 Step Range  
5 Step Range  
5 Step Range

**MANAGEMENT PROFESSIONAL**

5 Step Range  
5 Step Range  
5 Step Range

**PROPOSED JOB FAMILY GROUPS**

Administrative Services  
Capital Project Management  
Community Resources  
Emergency Management  
Engineering  
Financial Services  
Health Services  
Human Resources  
Human Services  
IT/Business & Data Sysytems  
Legal Services  
Operation & Maintenance  
Procurement & Contracts  
Public Information/Public Affairs  
Real Estate  
Regulatory Compliance  
Risk & Safety Management



# Additional Compensation Components



5% to 10% Compaction



Benchmark Market  
Defined at/below 7%



10% Executive Succession  
Plan Allowance



5% CPA Allowance



Designated  
Administrative Leave



Cadence of 3 years to  
Examine Structure

# Impacts of proposed model

Classification & Compensation  
Structure & Additional Comp  
Components

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- Clarity and equity on working titles & wage progression
- Salary Bands aligned with market and internal equity
- No pay reduction for incumbents
- County remains competitive and incentivizes movement into a leadership role

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# PHASE III SCHEDULE, 2024



ALIGNED C&C  
STRUCTURE TO  
WORKDAY-HCM  
TERMINOLOGY



- DESIGN, BUILD & TEST IN WORKDAY-HCM SYSTEM
- PARTNER WITH PAYROLL & COUNTY COUNSEL



- REVISE GOVERNING DOCUMENTS: SALARY RANGES, CSRS, RESOLUTIONS
- COMMUNICATE WITH STAKEHOLDERS



- OBTAIN BOS ADOPTION OF GOVERNING DOCUMENTS
- GO LIVE WITH WORKDAY-HCM IMPLEMENTATION





# QUESTIONS