

# Phase III Management Classification & Compensation Project

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*Kristine Schmidt*, Human Resources Director



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# Management Compensation Goals

- Attract quality candidates for management positions
- Encourage employees to assume increasing levels of responsibility/ accountability
- Retain our existing managers & executives in a competitive labor market
- Wisely expend public funds to achieve public goals



# Project Goals

- Move away from broadband classifications and salary ranges
- Establish a transparent and objective management classification and compensation system
- Align pay with the labor market for comparable counties
- Ensure pay equity for incumbents and address internal compaction
- Establish clear promotional pathways based on increasing responsibility and accountability
- Prepare Workday Enterprise Resource Planning software (ERP), and
- Consolidate various documents governing management pay and benefits.

# Project Phases

Phase I (Fall 2021)	Phase 2 (Fall 2023)	Phase 3 (Current)
<ul style="list-style-type: none"><li>• BOS approved Project Scope</li><li>• Interim Merit/COLA and Equity adjustment process</li><li>• Increased bilingual pay</li><li>• Juneteenth + Float Holiday</li><li>• Eliminated Retention, Longevity, and Succession Pay</li></ul>	<ul style="list-style-type: none"><li>• Created Job Descriptions</li><li>• Labor Market Survey (coastal counties)</li><li>• BOS Approved In Concept<ul style="list-style-type: none"><li>• Job Families &amp; Classifications</li><li>• Narrow band, step-based pay structure</li><li>• Compaction differentials 5%-10%</li><li>• 5% allowance CPA/CPFO</li><li>• Mgmt Leave 40/80 hrs</li><li>• Special pay for exec succession assignments</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Create Salary Ranges</li><li>• Assign existing positions to new classifications</li><li>• Consolidate documents into new “Compensation &amp; Benefits Plan” for managers &amp; confidential</li><li>• Rescind outdated documents</li><li>• Amend County Code re: civil service (separate item)</li></ul>

## Job Families (Labor Market Comparison)

Administrative Services

Capital Projects

Community Resources

Emergency Management

Financial Services

Fire

Health Services

Human Resources

Human Services

Information Technology & Business Syst

Legal Services

Operations & Maintenance

Probation

Procurement & Contracts

Public Information

Real Property

Regulatory Compliance

Risk & Safety

# Classification Structure

## Job Levels

Management Professionals 1, 2, & Senior

Managers 1, 2, & 3

Assistant Department Director & CFAO (Exec)

Department Director (Exec)

Assistant CEO & Chief Assist CEO (Exec)

\*New\* Staff recommending certain other classes: BOS  
Chiefs of Staff, CEO Analysts, Chief Deputy Clerk of BOS,  
Medical Directors, etc.

# Salary Ranges

- Set based on
  - Labor market median (at top step) for “anchors” in job family
  - Compaction differentials Manager 5-10%, Executive 5-15%
  - Internal alignment
- Structure
  - Department Head + 30% flex ranges
  - Other managers and executives 6 steps at 5% between steps
- Assignment of Existing Jobs
  - Position Description Questionnaires
  - Meetings with Department Heads

# Benefits of New Structure

- Increased transparency
- Objective salary setting criteria
- Better equity comparison
- Multiple levels= clear promotional pathways
- Step structure similar to market/other County EE groups
- Limits pay advantage for external hires

# Resulting Steps Distribution

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Y-rated @ Current	Truncated Merit
5%	6%	9%	18%	20%	42%	36 (8%)	25 (5%)

- Truncated = Not full merit eligible, but will be COLA eligible
- Y-rated = already above Step 6 market maximum- no merit, no COLA
- Does not include elected department heads or CEO (no HR recommendation unless requested)



# Consolidated Compensation & Bens Plan

- Consolidates pay and benefits provisions into a single Compensation and Benefits Plan
  - for Managers, Appointed Execs, Confidential Unrepresented Employees, and Unrepresented Attorneys
- Repeals 3 previous documents
- Incorporates provisions from Phase I and Phase II
  - Bilingual increase & new holidays to align with non-management
  - COLAs tied to non-management
  - Management (Administrative) Leave bank 40 hrs (80 for execs)
  - 5% special pay for non-executive financial managers with CPA/CPFO
  - 5% special pay for temporary/succession assignment
- Provides for a hire-in incentive for executive positions with Board approval (10% grandfathered)

# Civil Service Exemptions

- Change code to delete old “Enterprise Leader” and instead exempt all managers, unless included by the BOS (1st Reading May 14<sup>th</sup>)
- By Resolution
  - Manager I classification and above will not be covered under Civil Service
  - Management Professionals + certain Social Services and Child Support Services Managers will be “classified”
- Existing managers covered under Civil Service will be “grandfathered” as Civil Service in their new classification

# Classification Structure Costs

Cost of salary structure changes (market and steps), net of the merit increases already budgeted/planned  
Does not include cost of regular COLA (TBD, budgeted at 3%)

	General Fund Estimate	Other Funds Estimate
Managers and Assistant Directors/CFAOs	Approx. \$660,000	Approx. \$540,000
Department Directors	\$0	\$0
TOTAL	Approx. \$715,000	Approx. \$540,000
	TOTAL ALL FUNDS	Approx. <u>\$1.3 M</u>

Anticipated cost was up to \$2 Million

Non-GF department will need to analyze how to absorb changes, with possible request to the GF

# Next steps

- All managers will receive notification of their new classification and salary placement
- Managers who feel they have been misclassified may request review of decision
- Adjustments will be made as appropriate
- Changes will become effective June 24, 2024

# Questions?



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