



City-Wide Compensation and Pay Study Presentation



Management Advisory Group International, Inc.
February 7, 2018

MAG – Part of a World Community

- Incorporated in the state of Florida in 2002.
- One of three related companies with 700 employees world-wide.
- Offices in Woodbridge, VA; Asheville, NC; Nashville, TN; Spartanburg, SC; and Columbia, SC.
- MAG staff have conducted studies in all 48 continental states
- Over 500 successful projects for counties and municipalities.
- Extensive Public Sector Experience
 - MAG Inc. State, County, Local
 - MAG LLC Federal
 - MAG Global International



This project **was not** designed to:

- Identify staffing levels.
- Reorganize departments or functions.
- Evaluate individual employee performance/capabilities.
- Guarantee salary increases.
- Recommend individual salary decreases.

Project Scope...

- There were 172 Classifications or job titles distributed among approximately 475 Employees within the scope of the project.
- Assess internal equity, to provide fair and equitable salaries for employees, including the ability to reward employee initiative and professional development (review size of pay ranges, overlap of pay ranges, groupings within pay ranges, progression through pay ranges, compression between pay ranges and current compensation methods);
- Assess external comparability and competitiveness in order for the City to maintain competitiveness with other comparable agencies and private companies in order to recruit and retain top talent into the organization;
- Create a compensation plan/program that is easy to understand and administer, and that will be able to provide data for further use by the City (e.g. new/updated job evaluation system, pay scale, career ladders, reward practices).



Job Analysis Questionnaire[©] (JAQ)

- The Essential Data-Gathering Instrument of the Study.
- Used for Job Analysis.
- Employees in Scope of Study Complete Questionnaires.
- MAG provides JAQ Completion Progress List
- Supervisors Review Completed JAQs.
- Review & Analysis by MAG Consultants.

Job Analysis Questionnaire[©] (JAQ)



www.maginc.org

**Click the JAQ button
to access your
Job Analysis Questionnaire.**

***Use Internet Explorer 11 or
newer, Chrome or Firefox to
access the Questionnaire.***

**DO NOT USE SAFARI
(iPad/iPhone/iMac browser)
or Microsoft Edge (Windows
10 browser).**

Job Profile Elements

- Data Responsibility
- Judgment
- People Responsibility
- Complexity of Work
- Assets Responsibility
- Impact of Decisions
- Education
- Equipment Usage
- Physical Demands
- Communications
- Math
- Unavoidable Hazards
- Safety of Others
- Experience

Software Solutions Support Employee and Market

CLASSIFICATION MANAGER - Job Class Editing and Evaluation

Classification Manager© - Proposed Job Class Evaluation
Large Client Sample

Administrative Assistant

Job Title: Administrative Assistant Code: P0045
 Pay Plan: Unified Occ Category: Office Support

Copy Points From: **Original Classes And Issues** | Class Description | Employee In This Class | Avg JAQ Responses

Degree of Involvement		Emp	Sup	Copy Emp Avgs to Proposed
Org Responsibility	3	3.82	4.00	Data Responsibility
Data Responsibility	4	3.66	3.67	People Responsibility
People Responsibility	4	2.06	2.11	Asset Responsibility
Assets Responsibility	2	5.48	5.49	Experience
Experience	5	3.45	3.39	Education
Education	2	2.16	2.18	Math
Math	2	3.63	3.61	Communications
Communications	4	2.62	2.54	Judgment
Judgment	3	4.06	3.93	Complexity of Work
Complexity of Work	4	3.18	3.53	Impact of Errors
Impact of Errors	4	1.95	1.95	Physical Demands
Physical Demands	2	1.82	1.79	Equipment Usage
Equipment Usage	2	2.12	0.00	Unavoidable Hazards
Unavoidable Hazards	1	1.50	1.60	Safety of Others
Safety of Others	2			
Total Points:	472			
Prop. Grade:	111			
Delta:	472	EAC:	0	
Min	Mkt	Max		
37,786	45,343	60,306		

CLASSIFICATION MANAGER© easily develops multiple pay plan options. *Integrates job data with 99.9% accuracy.*

Classification Manager©’s evaluation Job Profile process, based on employee and supervisory input, facilitates creating equity among classes with a wide variety of scope and level of duties and responsibilities.

This employee/supervisor based evaluation profile process makes explaining the results to employees much easier.

Benchmark Positions

- Senior Accountant
- Assistant City Attorney
- Building Inspector
- Building Official
- City Clerk
- Crime Analyst
- Customer Srvc. Rep.
- Meter Technician
- Finance Director
- HR Director
- Library Director
- Public Works Director
- EMS Division Chief
- Engineering Technician
- Executive Assistant
- Fire Captain
- Fire Driver Engineer
- Firefighter
- Fleet Mechanic II
- HR Administrator
- Lead Water Plant Oper.
- Librarian
- Lifeguard
- Maintenance Worker
- Payroll Technician

Benchmark Positions.....Cont'd

- | | |
|--|---|
| <ul style="list-style-type: none">• Police Captain• Police Chief• Police Sergeant• Risk Manager• Sr. Procurement Spec.• Water Plant Supt.• Principal Planner | <ul style="list-style-type: none">• Water Plant Operator• Water/Sewer Maint. Mechanic• Utilities Engineer• Systems Administrator• Water/Sewer Systems Supt. |
|--|---|

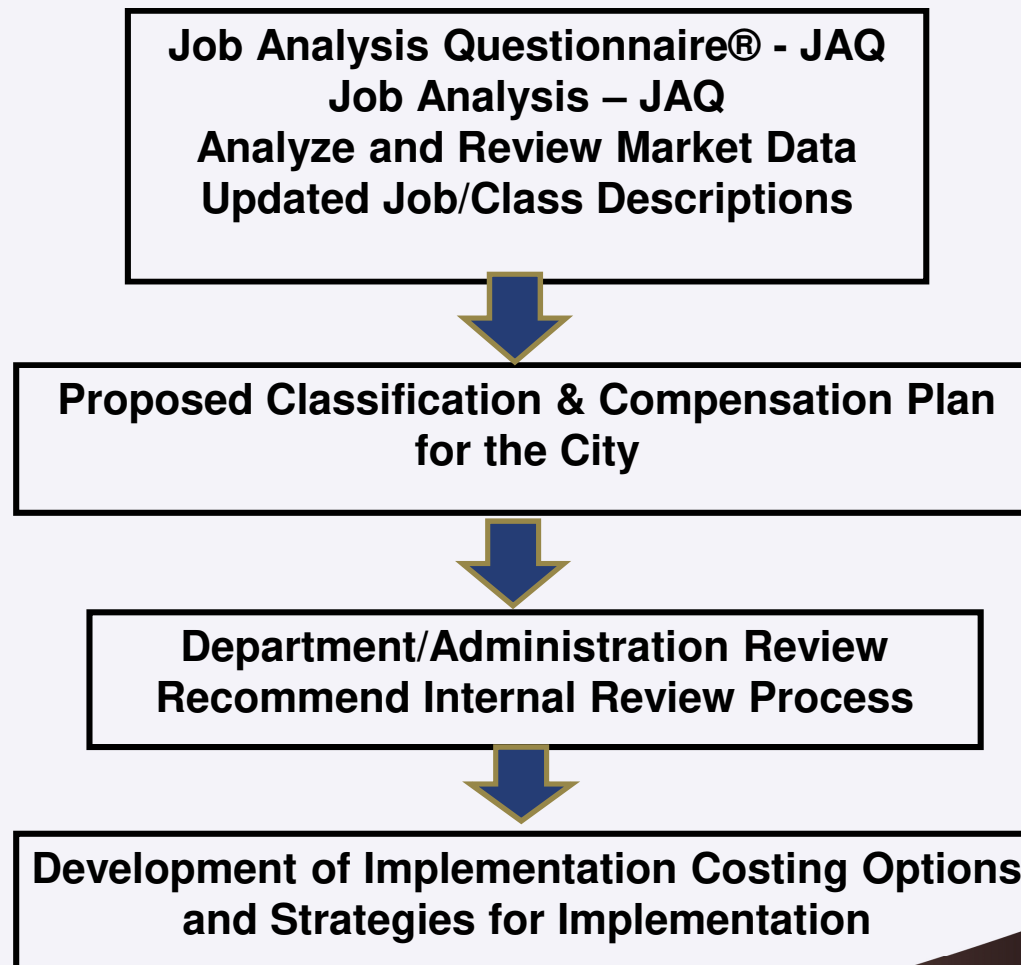
Survey Targets

- Town of Palm Beach
- City of West Palm Beach
- City of Delray Beach
- City of Boynton Beach
- Palm Beach County
- Palm Beach County Schools
- City of Boca Raton
- City of Palm Beach Gardens
- City of Wellington
- Town of Jupiter
- Sea Coast Utilities**

**Sea Coast Utilities did not respond to request for data.

Note: DOL/BLS Data used for regional private sector Data

MAG – Overview of the Classification & Compensation Study Process...



Findings And Recommendations

- Human Resources currently functions in a traditional or transactional mode: The focus is on the day-to-day mechanics of keeping the organization running.
- Human Resources must adopt a more transformational mode of operating: Strategic Human Resources management supports the City's long-term operational goals relating to Human Capital management.
- City should invest in a modern Human Resources Information Management System (HRIS) to reduce reliance on manual processes and systems.

Findings And Recommendations.....Cont'd

- Implement a Pay-for-Performance program to advance employees through their respective salary ranges.
- Study results indicate that the City is on average -4.5% below the market for entry-level salaries; and -7.3% below the market in relation to maximum salary levels.
- Transition employees to the proposed pay plans as developed by Management Advisory Group (MAG) on April 1, 2018. Implementation Cost is \$1.7million.
- The implementation Cost of \$1.7million does include the cost of a 3% COLA for General Employees.