

**SEMINOLE COUNTY GOVERNMENT
AGENDA MEMORANDUM**

SUBJECT: Compensation and Benefits Study Update

DEPARTMENT: Human Resources **DIVISION:** _____

AUTHORIZED BY: Janet Davis **CONTACT:** Marie Fox **EXT.** 7940

Agenda Date 04-25-06 Regular <input type="checkbox"/> Consent <input type="checkbox"/> Work Session <input type="checkbox"/> Briefing <input checked="" type="checkbox"/> Public Hearing – 1:30 <input type="checkbox"/> Public Hearing – 7:00 <input type="checkbox"/>

MOTION/RECOMMENDATION:

Briefing to the Board of County Commissioners on the status of the Compensation and Benefits Study being conducted by Evergreen Solutions, LLC.

BACKGROUND:

Effective October 1, 2005, the board authorized a compensation and benefit study to be conducted. A Request for Proposal (RFP) 4264-05/BJC was done and on December 16, 2005, Evergreen Solutions, LLC was selected to provide the service.

To date, the following items have been completed:

- (1) Employee orientation sessions;
- (2) Focus group meetings with departments and divisions;
- (3) Completion of the Job Assessment Tool (JAT);
- (4) External salary and benefits survey; and
- (5) Follow-up meetings with the management team.

A preliminary summary of their findings and recommended solutions is being presented by Dr. Jeffrey Ling, Evergreen Solutions, LLC.

Attachment-Presentation

Reviewed by:
Co Atty: _____
DFS: _____
Other: _____
DCM: <u>ES</u>
CM: <u>JL</u>
File No. <u>BHR38</u>



A Compensation and Classification Study Update

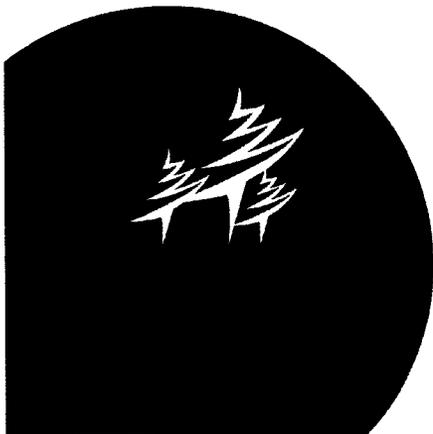
**Presented to:
Seminole County, Florida**

Evergreen Solutions, LLC

April 25, 2006

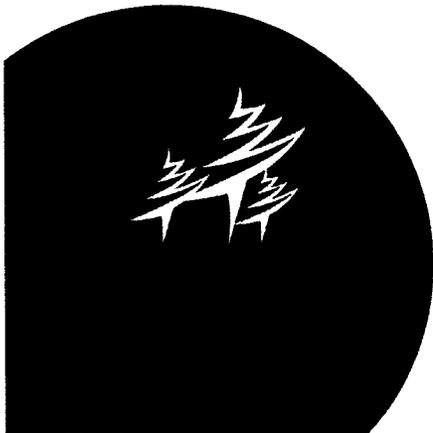
Project Scope

- **Assessing the current environment of the pay and classification structure within the County.**
- **Conducting an internal Job Assessment Survey with all staff.**
- **Conducting an external labor market assessment (Salary Survey) to determine market competitiveness.**
- **Conducting analysis and developing recommendations for a new pay and classification structure.**



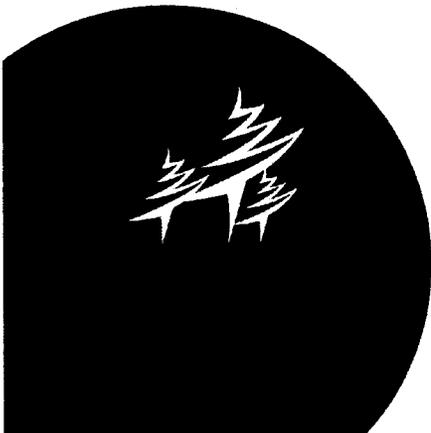
Project Methodology

- **Orientation Sessions**
- **Interviews**
- **Focus Groups**
- **Job Assessment Tool**
- **Job Analysis**
- **External Salary Survey**
- **Develop findings and recommendations based on analysis performed in report format**



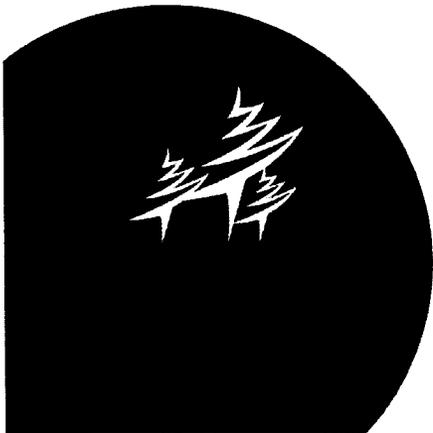
Assessment of Current Conditions

- **One pay structure for all County employees – graded 1 to 254 with 16 total grades**
- **Gradually decreasing range spread as move up through grades**
- **Relatively even distribution throughout pay plan and within quartiles**
- **Average of 80 employees per grade, with 11 years tenure**
- **Over 87 percent of employees in grades 2-7**



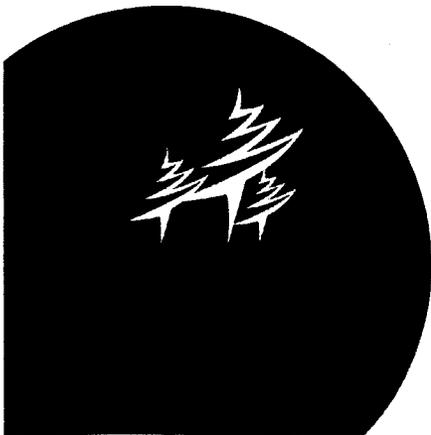
Outreach Effort

- **Raises not keeping with the pace of inflation**
- **Broadband implementation and midpoint expectation**
- **Compression from broad-banding**
- **Internal equity as much an issue as external equity**
- **Certificate/licensing compensation**
- **3-5 year wall**



Outreach Effort (continued)

- **Longevity pay**
- **Desire to incentivize staff with pay bonuses**
- **Classes bunched up into bands**
- **Outdated job descriptions**
- **“Bucket” job titles – positions with many different responsibilities**
- **Performance evaluation inconsistent and ineffective**
- **Decent, but not exceptional, benefits program offered**



Labor Market Assessment

- **Of the 55 surveyed positions, the County was below market minimum on 49 (89 percent)**
- **The County is approximately 19 percent below market on average**
- **40 classifications were more than 10 percent below the market minimum**
- **29 classifications were more than 20 percent below the market minimum**



Labor Market Assessment

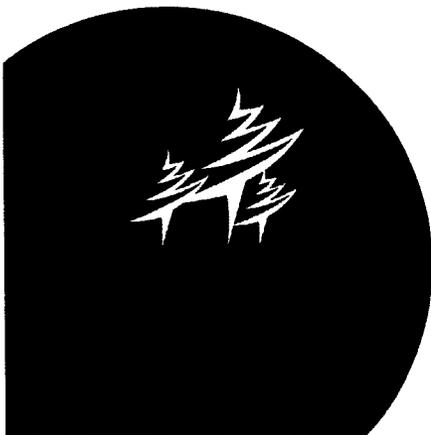
(continued)

- **Closer to market position in range maximums**
- **Below market at midpoint – 6.3 percent on average**
- **Of the 55 positions surveyed, the County is behind market midpoint on 40 (73 percent)**
- **23 surveyed positions more than 10 percent below market midpoint**



Labor Market Key Positions

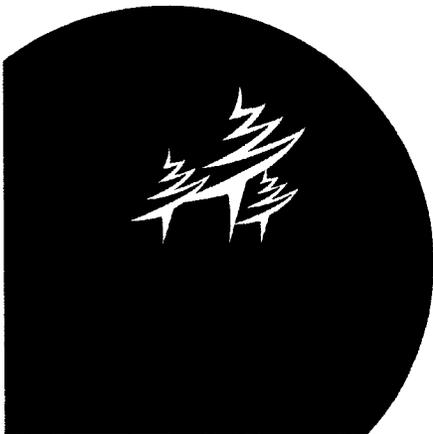
- **Planners**
- **Engineers**
- **Attorneys**
- **GIS Analysts**
- **Heavy Equipment Operator**
- **Contracts Manager**
- **Water and Sewer Mechanic**

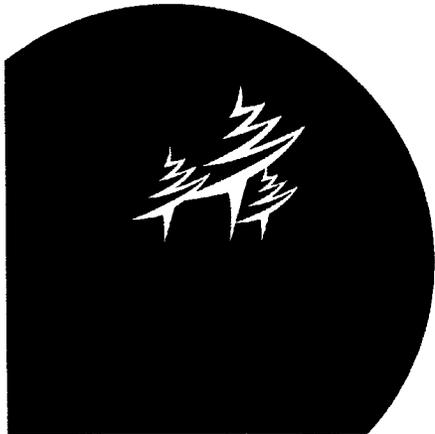


Next Steps

Proposed Pay Bands

- **Pay Band A – General and Support Services**
- **Pay Band B – Technical and Trades**
- **Pay Band C – Program and Administrative Services**
- **Pay Band D – Para-professionals**
- **Pay Band E – Advisors and Managers**
- **Pay Band F – Executives and Department Heads**





Thank You!

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