

**SEMINOLE COUNTY GOVERNMENT
AGENDA MEMORANDUM**

SUBJECT: Compensation and Benefits Study Update

DEPARTMENT: Human Resources **DIVISION:** _____

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

Agenda Date 05-09-06 **Regular** **Consent** **Work Session** **Briefing**
Public Hearing – 1:30 **Public Hearing – 7:00**

MOTION/RECOMMENDATION:

Motion by the Board of County Commissioners to:

- Adopt the Pay and Classification Plan;
- Approve the necessary dollars (\$800,000) for adjusting key positions, effective June 1, 2006;
- Approve funding (\$3,500,000) for overall compensation plan effective October 1, 2006.

BACKGROUND:

Effective October 1, 2005, the Board authorized a compensation and benefits 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.

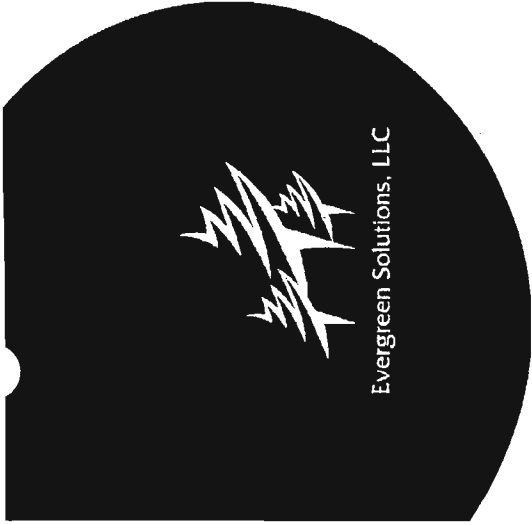
The following items have been completed:

- (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;
- (5) Follow-up meetings with the management team;
- (6) Recommended Pay and Classification Structure; and
- (7) Recommended Solutions for implementation.

A 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: <i>[Signature]</i>
DCM: <i>[Signature]</i>
CM: <i>[Signature]</i>
File No. <i>RHR 40</i>



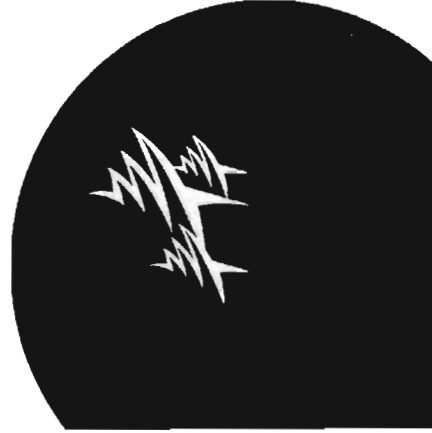
A Compensation and Classification Study Update

Presented to:
Seminole County, Florida

Evergreen Solutions, LLC

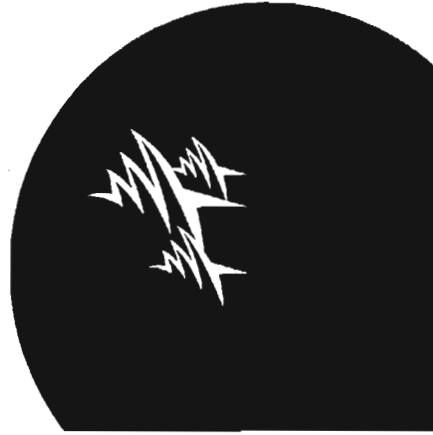
Project Scope

- **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

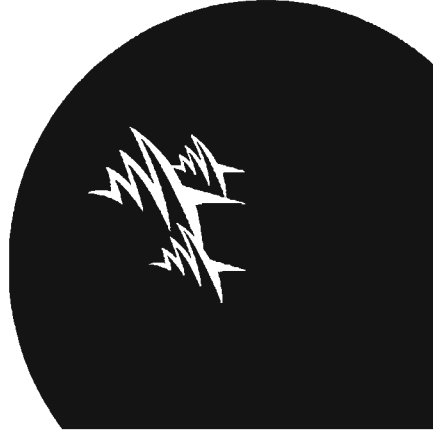
- **Orientation Sessions**
- **Interviews**
- **Focus Groups**
- **Job Assessment Tool**
- **Job Analysis**
- **External Salary Survey**
- **Develop findings and recommendations based on analysis performed in report format**



Assessment of Current

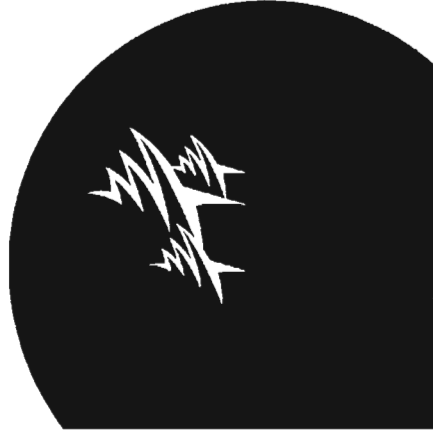
Conditions

- **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**



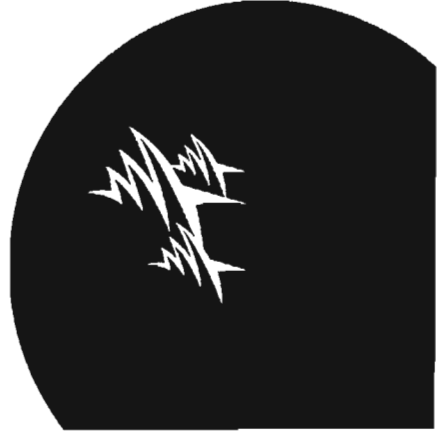
Outreach Effort (continued)

- **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

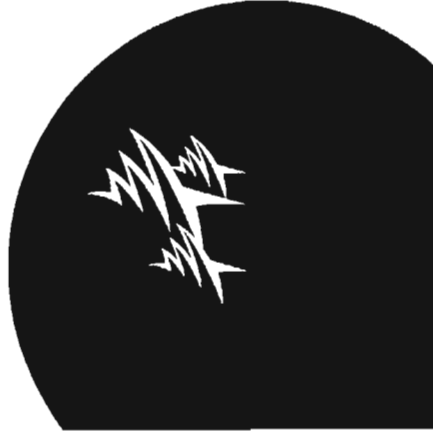
- **Of the 55 surveyed positions, the County was below market minimum on 49 (89 percent)**
- **The County is approximately 19 percent below market on average**
- **40 classifications were more than 10 percent below the market minimum**
- **29 classifications were more than 20 percent below the market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



Labor Market Assessment

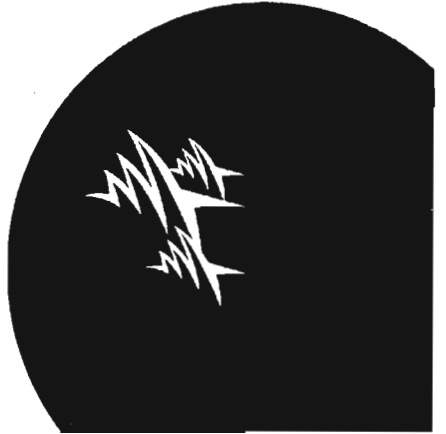
(continued)

- **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

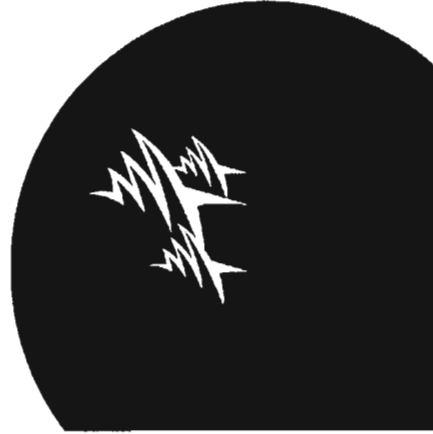
- **Planners**
- **Engineers**
- **Attorneys**
- **GIS Analysts**
- **Heavy Equipment Operator**
- **Contracts Manager**
- **Water and Sewer Mechanic**



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**



Seminole County/BCC
Proposed Pay and Classification Plan
Effective June 1, 2006

Band A: General & Support Services		Band B: Technical & Trades		Band C: Program & Admin. Services	
	MIN	MAX		MIN	MAX
A 1	\$ 19,000.00	\$ 30,400.00	B 1	\$ 22,990.00	\$ 36,784.00
A 2	\$ 20,900.00	\$ 33,440.00	B 2	\$ 25,289.00	\$ 40,462.40
A 3	\$ 22,990.00	\$ 36,784.00	B 3	\$ 27,817.90	\$ 44,508.64
A 4	\$ 25,289.00	\$ 40,462.40	B 4	\$ 30,599.69	\$ 48,959.50
Sample Positions		Sample Positions		Sample Positions	
A1 - Grounds Maintenance Worker			B1 - Tradesworker		
A1 - Animal Shelter Worker			B1 - Database & Computer Technician		
A2 - Receptionist			B2 - Line Locator Tech.		
A2 - Customer Service Representative			B2 - Heavy Equipment Operator		
A3 - Meter Technician			B3 - Utility Maintenance Technician		
A3 - Staff Assistant			B3 - Lead Water/WW Maint. Mechanic		
A4 - Crew Chief			B4 - Sign Shop Supervisor		
A4 - 9-1-1 Specialist			B4 - Electrical Inspector		
Distinguishing Characteristics:		Distinguishing Characteristics:		Distinguishing Characteristics:	
<ul style="list-style-type: none"> * manual labor * routine clerical work * customer service responsibilities * level 4 can include lead workers/working supervisors of jobs in levels 1-3 		<ul style="list-style-type: none"> * skilled crafts work * technical and trades work requiring training, technical education, and/or practical experience and application * supervisors of manual laborers in band A 		<ul style="list-style-type: none"> * higher level clerical/administrative duties * lead or supervise clerical/support personnel * may function in a support role of technical or specialized programs 	

Seminole County/BCC
 Proposed Pay and Classification Plan
 Effective June 1, 2006

Band D: Professionals		Band E: Managers & Advisors		Band F: Executives & Dept. Heads				
MIN	MAX	MIN	MAX	MIN	MAX			
D 1	\$ 33,659.66	\$ 53,855.45	E 1	\$ 40,728.19	\$ 65,165.10	F 1	\$ 61,942.48	\$ 99,107.97
D 2	\$ 37,025.62	\$ 59,241.00	E 2	\$ 46,837.42	\$ 74,939.86	F 2	\$ 77,428.10	\$ 123,884.96
D 3	\$ 40,728.19	\$ 65,165.10	E 3	\$ 53,863.03	\$ 86,180.84	F 3	\$ 96,785.13	\$ 154,856.20
D 4	\$ 44,801.01	\$ 71,681.61	E 4	\$ 61,942.48	\$ 99,107.97	F 4	\$ 120,981.41	\$ 193,570.26
Sample Positions		Sample Positions		Sample Positions				
D1 - Probation Officer		E1 - Fleet Manager		F1 - Director of Community Information				
D1 - Accountant		E1 - Operations Manager		F1 - County Engineer				
D2 - Safety Officer		E2 - Chief Probation Officer		F2 - Director of Tourism Development				
D2 - Librarian		E2 - Animal Services Manager		F2 - Director of Economic Development				
D3 - Sr. Librarian		E3 - Assistant County Traffic Engineer		F3 - Deputy County Manager				
D3 - Transportation Engineer		E3 - Parks & Rec Manager		F4 - County Attorney				
D4 - Sr Programmer Analyst		E4 - Fire Division Chief		F4 - County Manager				
D4 - Sr Planner		E4 - Facilities Maint. Manager						
Distinguishing Characteristics: * entry-level to senior-level professional positions * require college coursework, degrees, & certifications		Distinguishing Characteristics: * managerial responsibility and/or advisory role * require advanced-level college coursework and experience		Distinguishing Characteristics: * County department heads and senior-level advisors/executives * may include large division directors * includes County Manager & County Attorney				

Thank You!

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