

Salary Survey Study Session

Greene County, Missouri
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Agenda

- Historical background of County Compensation
- Salary Study - 2011
 - Phase I – Development
 - Phase II – Market Study
 - Phase III – Analysis
- Data & Results
- The next step...

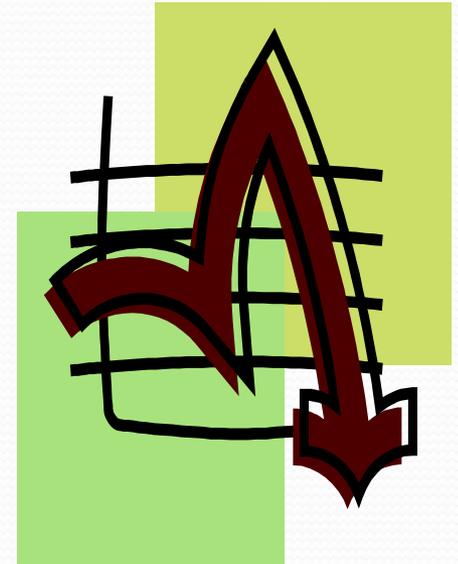
Historical Background

Background

- First comprehensive Classification & Compensation Plan – 1996
- Independent consultant – DMG Maximus (Archer)
 - Preparation of position descriptions
 - Evaluation of the positions
 - System of pay grades based on salaries for comparable positions
- By 1998, position pay for all positions within established pay grades

Background, continued

- 1999 Greene County Goal = 95% market
- Market salaries re-surveyed - 1999
- Average salaries – 9.8% below 95% of market
- Commission 5-year plan to raise salaries
 - 2000-2003
 - Discontinued due to economic downturn
- 2003 – Partial salary survey
- 2008 – Need to re-establish benchmarks
 - County could not afford \$40-50K survey



Salary Study - 2011

2011 Salary Study

- 2011 – Contracted with DB Squared, Fayetteville, AR
 - www.dbsquared.com
- More affordable
 - \$13,000
 - Software & consulting
 - Significant data gathering & preparation – In-house
- Software purchased/installed – early 2011
- Human Resources staff trained by DB Squared

Focus of 2011 Salary Study

- Find and retain the best people
- Develop current job descriptions
- Determine internal job values – weighted points
- Evaluate job classifications and pay grades
- Market pay competitiveness
- Ensure compliance with regulations
- Ongoing internal compensation management

Salary Study – 2011

Phase I

Phase I – March 2011

- Developing & updating 70 job descriptions
- Development of numeric job rating scales
 - 4 Categories
 - 15 Factors
- HR requested updated job descriptions for study – May 2011
- Position Analysis Questionnaires (PAQ's)
- Information gathering - HR staff and MSU interns
- Submitted to DB Squared for review

Salary Study – 2011

Phase II

Phase II

- Market salary study conducted by DB Squared
- Benchmark organizations selected in consultation with County Officeholders & DB Squared
- 12 Benchmark references selected
 - Comparable demographics
 - Comparable staff positions
 - Local competitors for talent

12 Benchmarks

Local Competitors

- City of Springfield
- City Utilities
- Springfield Public Schools
- Springfield Society of Human Resources Managers (SHRM) Study
- Missouri State University

Other Benchmarks

- Boone County, MO
- Clay County, MO
- Shawnee County, KS (Topeka)
- St. Charles County, MO
- Tulsa County, OK
- MO Department of Labor
- Compdata Study
 - Federal Bureau of Labor Statistics

2011 Salary Study Phase III

Phase III – Fall 2011

- DB Squared reviewed Position Analysis Questionnaires
- Selected a sample of 70 positions for survey
 - 1/3 of the 213 different County positions
 - Represents 287 full-time employees
- Selected position reviewed by HR staff and large offices (Sheriff, Prosecutor, & Highway Departments)

Position Analysis Questionnaires

Knowledge & Skill Requirements

1. Experience – General
2. Experience – Management
3. Education
4. Initiative and Ingenuity
5. Mental Demand
6. Analytical Ability/Problem Solving

Responsibilities

7. Responsibilities for Work of Others (supervision)
8. Responsibilities for Funds, Equipment, Property, etc.
9. Responsibilities for Accuracy
10. Accountabilities (End Results)

Contacts/Human Relations

11. Contacts with Public
12. Contacts with Employees

Efforts

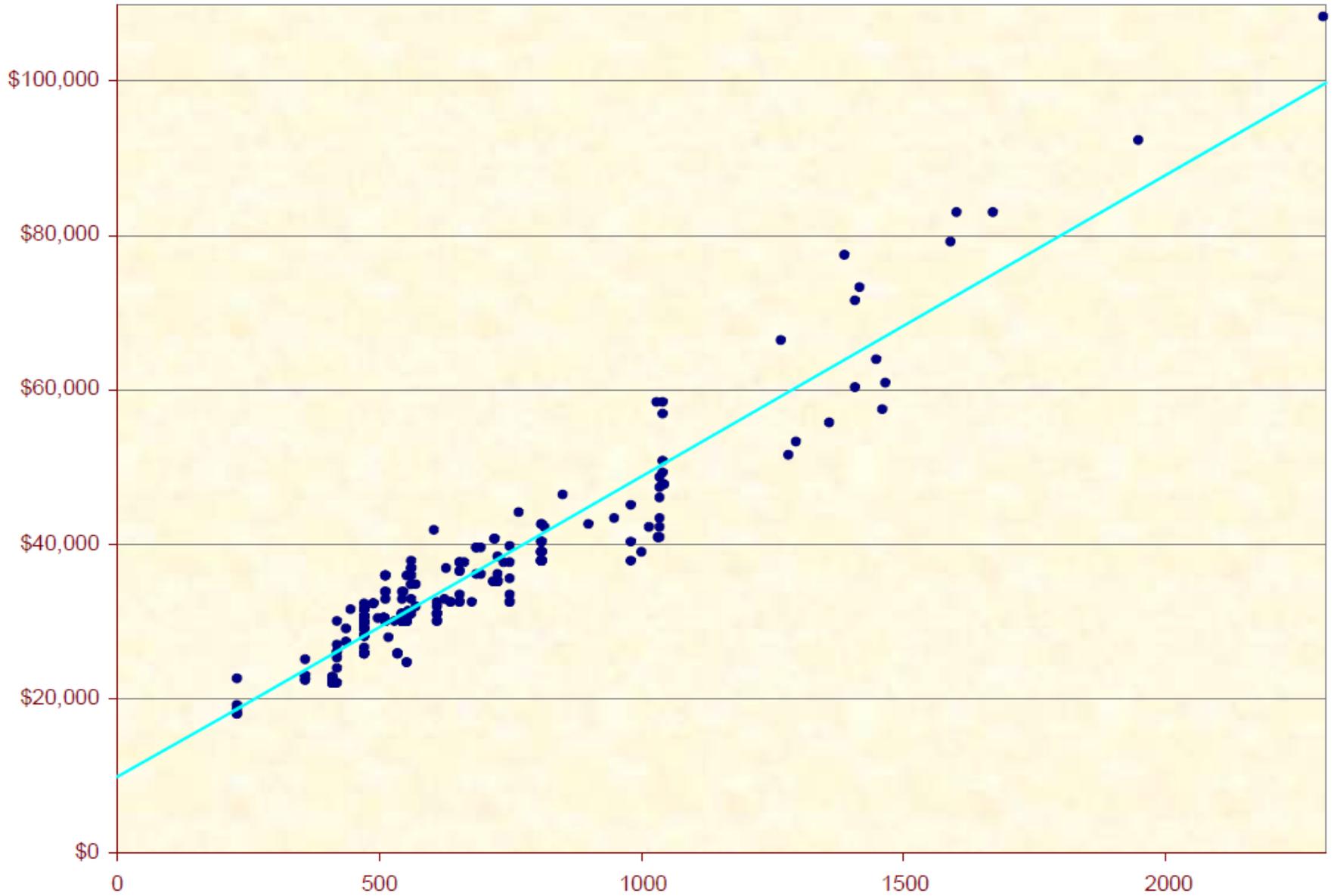
13. Machine and Computer Operations
14. Working Conditions/Hazards
15. Physical Demands

Data & Results

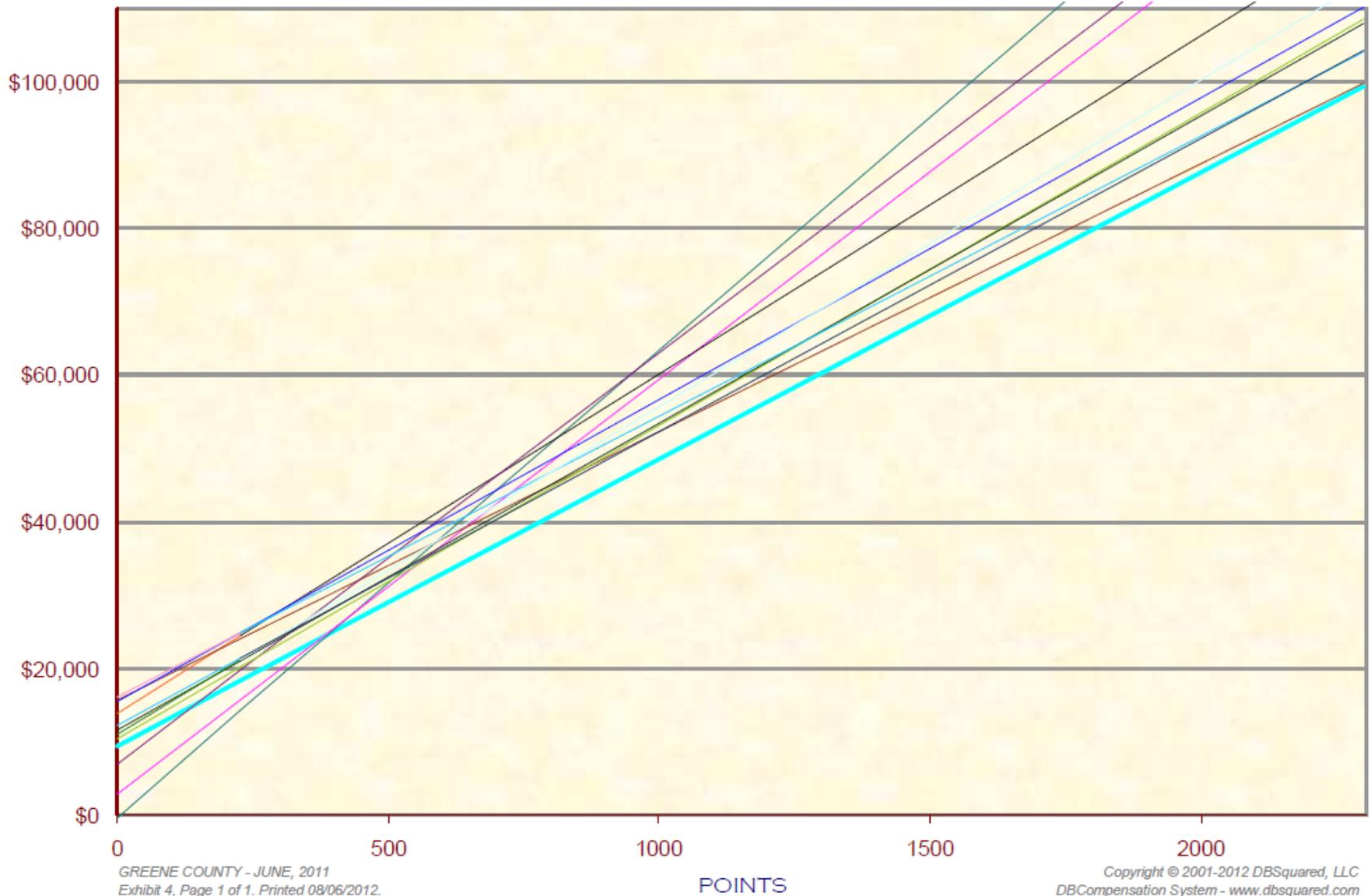
The Data

- Position titles & job description
 - May vary from organization to organizations
- Numeric analysis ensures objective comparison
 - Performed by DB Squared
- As many comparable positions from 12 benchmarks where used in study (**Figure 2**)

GREENE COUNTY
DBCOMPENSATION EXHIBIT 2: SCATTER GRAPH OF ACTUAL PAY
JUNE 2011



GREENE COUNTY - JUNE, 2011
 DBCOMPENSATION EXHIBIT 4: SALARY SURVEY PAYLINES
 JUNE 2011



ACTUAL	Organization1	Organization2	Organization3	Organization4	Organization5
Organization6	Organization7	Organization8	Organization9	Organization10	Organization11

Results of the Survey

**Compared to average of 12 benchmarks,
Greene County is
21.29% below average (“Market”)**

Putting this into Perspective

- Target of Study for Greene County
 - 90% of Market
 - \$1.7-Million (General Fund & LEST I)
 - With Benefits \$2-Million
 - \$2.9-Million (County-wide)
 - With Benefits \$3.5-Million
- 85/95/100% could be considered
- Policy decision needed
 - Based on budget resources & consensus of stakeholders

Other Considerations

- Pay grades vs. “90% of Market” – partial picture
- Employee Grade/Step vs. “90% of Market”
 - Some above “90% of Market”
 - Some below “90% of Market”
 - Must be considered before implementing a plan
- Policy for adjustments developed with all offices & departments
- DB Squared recommendation
 - No actual pay below 10% under or 20% over (90% of Market”



The Next Step...

What remains to be done

- Officeholders & Department Heads review study results
 - Ask questions
 - Provide comments
- Policies needed:
 - Market target – 90% of market? 95%?
 - Preferred pay range
 - Adjustment of actual position with range
- Management – Scope & Method
- Share with employees - feedback

Final thoughts...

- Salary Survey – allows us to estimate additional cost
 - To make a plan!
- Plan cannot be funded without money
- We recognize urgency – show our employees we are working to improve pay
- Need to consider updated salary survey – 2014 or as soon as finances improve which allow adjustment to pay scale