

Classification and Compensation Study and Analysis for Effingham County, GA

FINAL REPORT



Evergreen Solutions, LLC

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Chapter 1 - Introduction

Evergreen Solutions, LLC (Evergreen) conducted a Classification and Compensation Study and Analysis for Effingham County (the County) beginning in November 2020. The purpose of the study was to analyze its classification and compensation (pay) system, and make recommendations to improve the County's competitive position in the labor market. The study activities involved analyzing the internal and external equity of the County's system and making recommendations in response to those findings.

Study tasks involved:

- holding a study kick-off meeting;
- analyzing the County's current salary structure (pay plan) to determine its strengths and weaknesses;
- conducting interviews with department heads via Zoom and inviting employees to respond to similar group questions on SurveyMonkey;
- facilitating discussions with the County's project team to develop an understanding of its compensation philosophy;
- collecting classification information through the Job Assessment Tool (JAT) process to analyze the internal equity of the County's classification system;
- developing recommendations for improvements to classification titles as appropriate;
- conducting a market survey to assess the external equity (market competitiveness) of the County's current pay system;
- revising or developing a new competitive pay structure (pay plans) and slotting classifications into each while ensuring internal and external equity;
- developing the most appropriate method for transitioning employees' salaries into a revised pay structure (plan);
- providing the County with information and strategies regarding compensation and classification administration; and
- preparing and submitting draft and final reports that summarize the study findings and recommendations.



1.1 STUDY METHODOLOGY

Evergreen used a combination of quantitative and qualitative methods to develop recommendations to improve the County's competitive position for its compensation system. Study activities included:

Kick-off Meeting

The kick-off meeting allowed members of the study team from the County and Evergreen to discuss different aspects of the study. During the meeting, information about the County's compensation (pay plans), classification structure and current pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

Assessment of Current Conditions

This analysis provided an overall assessment of the County's current pay structure (plans) and related employee data at the time of the study. The current pay plans and the progression of employees' salaries through the pay ranges were examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

Employee Outreach

Employee outreach was conducted virtually. The orientation sessions were facilitated through voiceover PowerPoint slides to help employees learn about the purpose of the study and receive specific information related to their participation in the study process. Evergreen consultants also interviewed department heads and invited employees to respond to questions on SurveyMonkey to identify practices that were working well and to suggest areas of opportunities for improvement regarding the compensation system and classification system. The feedback received during both these methods is summarized in **Chapter 3** of this report.

Compensation Philosophy

Evergreen conducted meetings with the County's project team to develop an understanding of its position with regard to employee compensation. Several key factors were examined and provided the framework for the recommended compensation system and related pay practices.

Classification Review - Internal Equity Analysis

To assess the internal equity of the County's classification system, all employees were asked during employee outreach to complete a JAT to describe the work they performed in their own words. Supervisors were then asked to review their employees' JATs and provide additional information as needed about the position. The information provided in the completed JAT's was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were appropriate. Second, the JAT's were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each



classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the County.

Salary Survey – External Equity Analysis

For the market survey, peers were identified that compete with the County for human resources and provide similar services. All classifications were utilized for the salary survey. After the selection of peers, a survey tool was developed for the collection of salary range data for each classification. The salary data collected during this survey were analyzed, and a summary provided which can be found in **Chapter 4** of this report.

Recommendations

During the review of the compensation philosophy, the County identified its desire to be at a minimum, competitive with the labor market. Understanding this, and utilizing the findings of the analysis of both internal and external equity, a revised classification and compensation system were developed. Recommendations were also provided on how to maintain the compensation system going forward. A summary of all study findings and recommendations can be found in **Chapter 5** of this report.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Summary of Employee Outreach
- Chapter 4 – Market Summary
- Chapter 5 – Recommendations



Chapter 2 – Assessment of Current Conditions

This chapter provides an overall assessment of the compensation system in place for employees at the County. Data included here reflect the demographics in place at the time of the study and should be considered a snapshot in time. The data provided the baseline for analysis throughout the course of this study, but were not sufficient cause for recommendations in isolation. By conducting this review, Evergreen gained a better understanding of the structure and associated salary practices in place and identified issues for both further review and potential revision.

2.1 ANALYSIS OF PAY PLANS

The County administered one open range pay plan for its 261 employees, and the Sheriff's Office administered one step plan for 151 employees. The County's plan is displayed in **Exhibit 2A** and the Sheriff's Office pay plan is displayed in **Exhibit 2B**. Both provide details related to the value of each pay range at the minimum, the midpoint, and the maximum (displayed in an hourly rate format); the range spread for each (the distance between the pay range minimum and maximum); the midpoint progression for each (distance between the midpoints of adjacent pay ranges); and the number of employees in each pay grade.

As displayed in **Exhibit 2A**, the County's pay plan featured 25 pay grades. Most pay grades featured a range spread of 45 percent, with a few exceptions; best practice is to establish pay ranges between 50 and 70 percent. Midpoint progressions were often close to five percent, with some variation. It should be noted that the County did not include department heads and other high-level managers in its pay plan, but rather had individual salaries for these positions.

As displayed in **Exhibit 2B**, the Sheriff's Office pay plan featured 23 pay grades. The pay grades featured a range spread of 52 percent and there was an approximately two percent step increase throughout the pay ranges. Midpoint progressions were approximately five percent.

Exhibit 2C shows that the County and Sheriff's Office utilized 144 unique classification titles.

EXHIBIT 2A
COUNTY PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
1	\$8.32	\$10.23	\$12.06	45.0%	-	1
2	\$9.16	\$11.27	\$13.28	45.0%	10.2%	0
3	\$9.63	\$11.84	\$13.96	45.0%	5.1%	0
4	\$10.12	\$12.45	\$14.67	45.0%	5.2%	0
5	\$10.62	\$13.06	\$15.40	45.0%	4.9%	8
6	\$11.15	\$13.71	\$16.17	45.0%	5.0%	2
7	\$11.70	\$14.39	\$16.97	45.0%	5.0%	3
8	\$12.29	\$15.12	\$17.82	45.0%	5.1%	9
9	\$12.91	\$15.88	\$18.72	45.0%	5.0%	25
10	\$13.54	\$16.65	\$19.63	45.0%	4.8%	43
11	\$14.04	\$17.27	\$19.66	40.0%	3.7%	0
12	\$14.22	\$17.49	\$20.62	45.0%	1.3%	42
13	\$14.66	\$18.03	\$20.52	40.0%	3.1%	5
14	\$14.94	\$18.38	\$21.66	45.0%	1.9%	6
15	\$15.69	\$19.30	\$22.75	45.0%	5.0%	6
16	\$16.47	\$20.26	\$23.88	45.0%	5.0%	54
17	\$17.29	\$21.27	\$25.07	45.0%	5.0%	19
18	\$18.16	\$22.34	\$26.33	45.0%	5.0%	14
19	\$19.07	\$23.46	\$27.65	45.0%	5.0%	8
20	\$20.00	\$24.60	\$29.00	45.0%	4.9%	7
21	\$21.02	\$25.85	\$31.48	49.8%	5.1%	1
22	\$22.00	\$27.06	\$31.90	45.0%	4.7%	2
23	\$23.18	\$28.51	\$33.61	45.0%	5.4%	1
24	\$24.33	\$29.93	\$35.28	45.0%	5.0%	1
25	\$25.54	\$31.41	\$37.03	45.0%	4.9%	4
Overall				44.8%	4.8%	261

Source: Created by Evergreen from data provided by the County as of December 2020.



EXHIBIT 2B
SHERIFF'S OFFICE PAY PLAN

Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
1	\$ 10.83	\$ 11.05	\$ 11.27	\$ 11.49	\$ 11.72	\$ 11.96	\$ 12.20	\$ 12.44	\$ 12.69	\$ 12.94	\$ 13.20	\$ 13.47
2	\$ 11.37	\$ 11.60	\$ 11.83	\$ 12.07	\$ 12.31	\$ 12.56	\$ 12.81	\$ 13.06	\$ 13.32	\$ 13.59	\$ 13.86	\$ 14.14
3	\$ 11.94	\$ 12.18	\$ 12.42	\$ 12.67	\$ 12.92	\$ 13.18	\$ 13.45	\$ 13.72	\$ 13.99	\$ 14.27	\$ 14.55	\$ 14.85
4	\$ 12.54	\$ 12.79	\$ 13.04	\$ 13.30	\$ 13.57	\$ 13.84	\$ 14.12	\$ 14.40	\$ 14.69	\$ 14.98	\$ 15.28	\$ 15.59
5	\$ 13.16	\$ 13.43	\$ 13.70	\$ 13.97	\$ 14.25	\$ 14.53	\$ 14.82	\$ 15.12	\$ 15.42	\$ 15.73	\$ 16.05	\$ 16.37
6	\$ 13.82	\$ 14.10	\$ 14.38	\$ 14.67	\$ 14.96	\$ 15.26	\$ 15.57	\$ 15.88	\$ 16.19	\$ 16.52	\$ 16.85	\$ 17.19
7	\$ 14.51	\$ 14.80	\$ 15.10	\$ 15.40	\$ 15.71	\$ 16.02	\$ 16.34	\$ 16.67	\$ 17.00	\$ 17.34	\$ 17.69	\$ 18.05
8	\$ 15.24	\$ 15.54	\$ 15.85	\$ 16.17	\$ 16.50	\$ 16.82	\$ 17.16	\$ 17.50	\$ 17.85	\$ 18.21	\$ 18.58	\$ 18.95
9	\$ 16.00	\$ 16.32	\$ 16.65	\$ 16.98	\$ 17.32	\$ 17.67	\$ 18.02	\$ 18.38	\$ 18.75	\$ 19.12	\$ 19.50	\$ 19.90
10	\$ 16.80	\$ 17.14	\$ 17.48	\$ 17.83	\$ 18.19	\$ 18.55	\$ 18.92	\$ 19.30	\$ 19.68	\$ 20.08	\$ 20.48	\$ 20.89
11	\$ 17.64	\$ 17.99	\$ 18.35	\$ 18.72	\$ 19.10	\$ 19.48	\$ 19.87	\$ 20.26	\$ 20.67	\$ 21.08	\$ 21.50	\$ 21.93
12	\$ 18.52	\$ 18.89	\$ 19.27	\$ 19.66	\$ 20.05	\$ 20.45	\$ 20.86	\$ 21.28	\$ 21.70	\$ 22.14	\$ 22.58	\$ 23.03
13	\$ 19.45	\$ 19.84	\$ 20.23	\$ 20.64	\$ 21.05	\$ 21.47	\$ 21.90	\$ 22.34	\$ 22.79	\$ 23.24	\$ 23.71	\$ 24.18
14	\$ 20.42	\$ 20.83	\$ 21.25	\$ 21.67	\$ 22.10	\$ 22.55	\$ 23.00	\$ 23.46	\$ 23.93	\$ 24.41	\$ 24.89	\$ 25.39
15	\$ 21.44	\$ 21.87	\$ 22.31	\$ 22.76	\$ 23.21	\$ 23.67	\$ 24.15	\$ 24.63	\$ 25.12	\$ 25.63	\$ 26.14	\$ 26.66
16	\$ 22.51	\$ 22.97	\$ 23.42	\$ 23.89	\$ 24.37	\$ 24.86	\$ 25.36	\$ 25.86	\$ 26.38	\$ 26.91	\$ 27.45	\$ 27.99
17	\$ 23.64	\$ 24.11	\$ 24.60	\$ 25.09	\$ 25.59	\$ 26.10	\$ 26.62	\$ 27.16	\$ 27.70	\$ 28.25	\$ 28.82	\$ 29.39
18	\$ 24.82	\$ 25.32	\$ 25.83	\$ 26.34	\$ 26.87	\$ 27.41	\$ 27.95	\$ 28.51	\$ 29.08	\$ 29.67	\$ 30.26	\$ 30.86
19	\$ 26.06	\$ 26.58	\$ 27.12	\$ 27.66	\$ 28.21	\$ 28.78	\$ 29.35	\$ 29.94	\$ 30.54	\$ 31.15	\$ 31.77	\$ 32.41
20	\$ 27.37	\$ 27.91	\$ 28.47	\$ 29.04	\$ 29.62	\$ 30.22	\$ 30.82	\$ 31.44	\$ 32.06	\$ 32.71	\$ 33.36	\$ 34.03
21	\$ 28.74	\$ 29.31	\$ 29.90	\$ 30.49	\$ 31.10	\$ 31.73	\$ 32.36	\$ 33.01	\$ 33.67	\$ 34.34	\$ 35.03	\$ 35.73
22	\$ 30.17	\$ 30.78	\$ 31.39	\$ 32.02	\$ 32.66	\$ 33.31	\$ 33.98	\$ 34.66	\$ 35.35	\$ 36.06	\$ 36.78	\$ 37.52
23	\$ 31.68	\$ 32.31	\$ 32.96	\$ 33.62	\$ 34.29	\$ 34.98	\$ 35.68	\$ 36.39	\$ 37.12	\$ 37.86	\$ 38.62	\$ 39.39

Source: Created by Evergreen from data provided by the County as of December 2020.



EXHIBIT 2B (Continued)
SHERIFF'S OFFICE PAY PLAN

Grade	Step M	Step N	Step O	Step P	Step Q	Step R	Step S	Step T	Step U	Step V	Range Spread	Employees
1	\$ 13.74	\$ 14.01	\$ 14.29	\$ 14.58	\$ 14.87	\$ 15.16	\$ 15.47	\$ 15.78	\$ 16.09	\$ 16.41	52%	1
2	\$ 14.42	\$ 14.71	\$ 15.00	\$ 15.30	\$ 15.61	\$ 15.92	\$ 16.24	\$ 16.57	\$ 16.90	\$ 17.24	52%	0
3	\$ 15.14	\$ 15.45	\$ 15.75	\$ 16.07	\$ 16.39	\$ 16.72	\$ 17.05	\$ 17.39	\$ 17.74	\$ 18.10	52%	0
4	\$ 15.90	\$ 16.22	\$ 16.54	\$ 16.87	\$ 17.21	\$ 17.55	\$ 17.91	\$ 18.26	\$ 18.63	\$ 19.00	52%	0
5	\$ 16.70	\$ 17.03	\$ 17.37	\$ 17.72	\$ 18.07	\$ 18.43	\$ 18.80	\$ 19.18	\$ 19.56	\$ 19.95	52%	8
6	\$ 17.53	\$ 17.88	\$ 18.24	\$ 18.60	\$ 18.97	\$ 19.35	\$ 19.74	\$ 20.14	\$ 20.54	\$ 20.95	52%	2
7	\$ 18.41	\$ 18.77	\$ 19.15	\$ 19.53	\$ 19.92	\$ 20.32	\$ 20.73	\$ 21.14	\$ 21.57	\$ 22.00	52%	3
8	\$ 19.33	\$ 19.71	\$ 20.11	\$ 20.51	\$ 20.92	\$ 21.34	\$ 21.76	\$ 22.20	\$ 22.64	\$ 23.10	52%	9
9	\$ 20.29	\$ 20.70	\$ 21.11	\$ 21.54	\$ 21.97	\$ 22.41	\$ 22.85	\$ 23.31	\$ 23.78	\$ 24.24	52%	25
10	\$ 21.31	\$ 21.73	\$ 22.17	\$ 22.61	\$ 23.06	\$ 23.53	\$ 24.00	\$ 24.48	\$ 24.97	\$ 25.46	52%	43
11	\$ 22.37	\$ 22.82	\$ 23.28	\$ 23.74	\$ 24.22	\$ 24.70	\$ 25.20	\$ 25.70	\$ 26.21	\$ 26.74	52%	0
12	\$ 23.49	\$ 23.96	\$ 24.44	\$ 24.93	\$ 25.43	\$ 25.94	\$ 26.46	\$ 26.96	\$ 27.52	\$ 28.07	52%	42
13	\$ 24.67	\$ 25.16	\$ 25.66	\$ 26.18	\$ 26.70	\$ 27.23	\$ 27.78	\$ 28.33	\$ 28.90	\$ 29.48	52%	5
14	\$ 25.90	\$ 26.42	\$ 26.95	\$ 27.48	\$ 28.03	\$ 28.60	\$ 29.17	\$ 29.75	\$ 30.35	\$ 30.95	52%	6
15	\$ 27.19	\$ 27.74	\$ 28.29	\$ 28.86	\$ 29.44	\$ 30.02	\$ 30.63	\$ 31.24	\$ 31.86	\$ 32.50	52%	6
16	\$ 28.55	\$ 29.13	\$ 29.71	\$ 30.30	\$ 30.91	\$ 31.53	\$ 32.16	\$ 32.80	\$ 33.46	\$ 34.12	52%	54
17	\$ 29.98	\$ 30.58	\$ 31.19	\$ 31.82	\$ 32.45	\$ 33.10	\$ 33.76	\$ 34.44	\$ 35.13	\$ 35.83	52%	0
18	\$ 31.48	\$ 32.11	\$ 32.75	\$ 33.41	\$ 34.08	\$ 34.76	\$ 35.45	\$ 36.16	\$ 36.89	\$ 37.62	52%	14
19	\$ 33.06	\$ 33.72	\$ 34.39	\$ 35.08	\$ 35.78	\$ 36.50	\$ 37.23	\$ 37.97	\$ 38.73	\$ 39.50	52%	0
20	\$ 34.71	\$ 35.40	\$ 36.11	\$ 36.83	\$ 37.57	\$ 38.32	\$ 39.09	\$ 39.87	\$ 40.67	\$ 41.48	52%	0
21	\$ 36.44	\$ 37.17	\$ 37.92	\$ 38.67	\$ 39.45	\$ 40.24	\$ 41.04	\$ 41.86	\$ 42.70	\$ 43.55	52%	0
22	\$ 38.27	\$ 39.03	\$ 39.81	\$ 40.61	\$ 41.42	\$ 42.25	\$ 43.09	\$ 43.95	\$ 44.83	\$ 45.73	52%	0
23	\$ 40.18	\$ 40.98	\$ 41.80	\$ 42.64	\$ 43.49	\$ 44.36	\$ 45.25	\$ 46.15	\$ 47.08	\$ 48.02	52%	0

Source: Created by Evergreen from data provided by the County as of December 2020.



EXHIBIT 2C
CLASSIFICATIONS

Classification Title	Classification Title
911 Director	Corporal Detention
Accounting Clerk	Correctional Officer I
Accounting Generalist	Correctional Officer II
Accounting Generalist I	Corrections Counselor
Accounting Generalist II	Corrections Counselor, Senior
Administrative Assistant	County Clerk
Animal Shelter Manager	County Manager
Assistant Director of Elections and Registration	Court Security Blue Coat
Assistant Director of Human Resources	Covenant Real Property Appraiser
Assistant Director of Parks and Landscape	Custodian
Assistant Director of Recreation and Sports Management	Deputy Building Official
Athletic Coordinator	Deputy Chief Appraiser
Bailiff	Deputy Clerk
Battalion Chief	Deputy Director of E911
Booking Officer	Deputy Director of Finance
Building Inspector I	Deputy Director of Information Technology
Building Inspector II	Deputy Registrar
Building Official	Deputy Sheriff
Captain	Deputy Sheriff - Patrol
Captain, Jail Commander	Deputy Sheriff - Transport
Captain, Patrol Commander	Deputy Warden
Cardiac Technician	Desktop Technician
Chaplain	Detention Officer
Chief Appraiser	Detention Officer (Certified)
Chief Clerk	Director of Elections and Registration
Chief Clerk Magistrate Court	Director of Parks and Landscape
Chief Court Administrator	Emergency Coordinator
Chief Deputy	Emergency Medical Technician I
Chief Deputy Tax Commissioner	EMS Director
Chief Probation Officer	Executive Assistant
Clerk, Jail	Ex-Officio Deputy Sheriff
Code Enforcement Officer	Facilities Maintenance Supervisor
Communications Officer I	Finance Director
Communications Officer II	Fire Chief
Communications Officer III	Firefighter I
Communications Officer IV Shift	G.C.I.C. Terminal Agency Coordinator
Communications Supervisor	GIS Technician
Community Liaison/Analyst	Grants Coordinator
Corporal	Grounds and Turf Maintenance Worker
Corporal (School Resource Officer)	Human Resources Director



EXHIBIT 2C (Continued)
CLASSIFICATIONS

Classification Title	Classification Title
Human Resources Generalist	Project Accountant II
Humane Enforcement Deputy	Property Tax Agent
Information Systems Specialist	Public Information Officer
Information Systems Technician	Purchasing Agent
Information Technology Director	Purchasing Clerk
Instructor, Senior Center	Real Property Appraiser I
Investigator (Drug Unit)	Real Property Appraiser II
Kennel Assistant	Receptionist
Landscape Crew Leader	Records and Training Coordinator
Lieutenant	Recreation Director
Lieutenant, Assistant Jail Commander	School Resource Deputy
Lieutenant, Prison	School Resource Officer
Maintenance Coordinator	Senior Center Assistant Director
Maintenance Officer (Uncertified)	Senior Center Director
Maintenance Worker (Recreation)	Senior Deputy Clerk
Maintenance Worker II	Senior Office Assistant
Maintenance Worker III	Sergeant
Motor Vehicle Supervisor	Sergeant - Humane Enforcement
Network Specialist	Sergeant (Crime Prevention)
Nutrition Aid/Instructor	Sergeant (School Resource Officer)
Office Assistant	Sergeant First Class
Office Coordinator	Sergeant First Class (Patrol)
Office Manager	Sergeant, Detention
Office/Event Coordinator	Sergeant, Prison
Operations Manager	Sex Offender Deputy
Paramedic	State Court Administrator
Paramedic Supervisor	State Court Investigator
Permit Manager	Superior Court Clerk
Permit Technician	Tax/Tag Agent
Planning and Zoning Manager	Warden
Probation Officer	Warrants Division Sergeant
Probation Officer/Community Service Supervisor	Zoning Technician

Source: Created by Evergreen from data provided by the County as of December 2020



2.2 GRADE PLACEMENT ANALYSIS

When assessing the effectiveness of a pay plan and associated policies, it is helpful to analyze where employee salaries stand in comparison to their classification's pay range. Identifying areas where there are clusters of employee salaries can illuminate potential pay progression concerns within a pay plan. It should be noted that employee salaries, and the progression of the same, is associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employee salaries should be viewed with this context in mind.

Below and At Minimum and At or Above Maximum

In general, placement of an employee at a classification's grade minimum would generally indicate a newer employee or an employee that was recently promoted into a classification who has not had the opportunity or experience needed to progress through the range. In contrast, an employee at or near the maximum of their grade is generally an employee with longer tenure who has had the opportunity, experience, and/or performance to progress towards the top of the pay range.

Exhibit 2D displays the percentage of employees compensated at or below the pay range minimum and at or above the pay range maximum of their respective pay for the County's pay plan. Employees not included in these charts are compensated somewhere between the upper and lower thresholds. The percentages presented are based on the total number of employees in that grade. As can be seen, 15 (5.7 percent) employee salaries were below their respective pay range minimum, 56 (21.5 percent) were at the minimum, five (1.9 percent) were at the maximum, and five (1.9 percent) were above the maximum.

Exhibit 2E displays the percentage of employees compensated at or below the pay range minimum and at or above the pay range maximum of their respective pay for the Sheriff's Office pay plan. Employees not included in these charts are compensated somewhere between the upper and lower thresholds. The percentages presented are based on the total number of employees in that grade. As can be seen, three (2.0 percent) employee salaries were below their respective pay range minimum, 41 (27.2 percent) were at the minimum, two (1.3 percent) were at the maximum, and two (1.3 percent) were above the maximum.



EXHIBIT 2D
BELOW AND AT MINIMUM AND AT OR ABOVE MAXIMUM BY PAY GRADE
COUNTY PAY PLAN

Grade	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
1	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
5	8	0	0.0%	1	12.5%	0	0.0%	0	0.0%
6	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
7	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
8	9	3	33.3%	3	33.3%	0	0.0%	0	0.0%
9	25	2	8.0%	6	24.0%	2	8.0%	2	8.0%
10	43	0	0.0%	17	39.5%	0	0.0%	0	0.0%
12	42	1	2.4%	8	19.0%	0	0.0%	0	0.0%
13	5	4	80.0%	5	100.0%	0	0.0%	0	0.0%
14	6	1	16.7%	1	16.7%	0	0.0%	0	0.0%
15	6	0	0.0%	0	0.0%	1	16.7%	1	16.7%
16	54	3	5.6%	8	14.8%	0	0.0%	0	0.0%
17	19	0	0.0%	3	15.8%	0	0.0%	0	0.0%
18	14	1	7.1%	2	14.3%	1	7.1%	1	7.1%
19	8	0	0.0%	1	12.5%	0	0.0%	0	0.0%
20	7	0	0.0%	1	14.3%	1	14.3%	1	14.3%
21	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
22	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
23	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
24	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
25	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Overall	261	15	5.7%	56	21.5%	5	1.9%	5	1.9%



EXHIBIT 2E
BELOW AND AT MINIMUM AND AT OR ABOVE MAXIMUM BY PAY GRADE
SHERIFF'S OFFICE PAY PLAN

Grade	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
1	3	0	0.0%	0	0.0%	1	33.3%	1	33.3%
2	8	0	0.0%	4	50.0%	0	0.0%	0	0.0%
4	10	0	0.0%	0	0.0%	0	0.0%	0	0.0%
5	7	1	14.3%	2	28.6%	1	14.3%	1	14.3%
6	16	1	6.3%	6	37.5%	0	0.0%	0	0.0%
7	28	0	0.0%	21	75.0%	0	0.0%	0	0.0%
8	4	0	0.0%	1	25.0%	0	0.0%	0	0.0%
9	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
11	37	0	0.0%	6	16.2%	0	0.0%	0	0.0%
12	11	1	9.1%	1	9.1%	0	0.0%	0	0.0%
13	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
14	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
15	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
16	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
18	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
23	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Overall	151	3	2.0%	41	27.2%	2	1.3%	2	1.3%

Source: Created by Evergreen from data provided by the County as of December 2020

Below and Above Midpoint

In addition to assessing the number of employees at below, or at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay range midpoint. Employees with salaries close to the midpoint of a pay range typically would be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint.

As can be seen in **Exhibit 2F**, for the County's pay plan, 232 (88.9 percent) employees were compensated below their pay range midpoint and 29 (11.1 percent) were compensated above. As can be seen in **Exhibit 2G**, for the Sheriff's Office pay plan, 130 (86.1 percent) employees were compensated below their pay range midpoint and 21 (13.9 percent) were compensated above.



**EXHIBIT 2F
BELOW AND ABOVE MIDPOINT BY PAY GRADE
COUNTY PAY PLAN**

Grade	Employees	< Mid		> Mid	
		#	%	#	%
1	1	0	0.0%	1	100.0%
5	8	8	100.0%	0	0.0%
6	2	2	100.0%	0	0.0%
7	3	2	66.7%	1	33.3%
8	9	8	88.9%	1	11.1%
9	25	23	92.0%	2	8.0%
10	43	42	97.7%	1	2.3%
12	42	33	78.6%	9	21.4%
13	5	5	100.0%	0	0.0%
14	6	4	66.7%	2	33.3%
15	6	5	83.3%	1	16.7%
16	54	52	96.3%	2	3.7%
17	19	17	89.5%	2	10.5%
18	14	11	78.6%	3	21.4%
19	8	7	87.5%	1	12.5%
20	7	5	71.4%	2	28.6%
21	1	0	0.0%	1	100.0%
22	2	2	100.0%	0	0.0%
23	1	1	100.0%	0	0.0%
24	1	1	100.0%	0	0.0%
25	4	4	100.0%	0	0.0%
Overall	261	232	88.9%	29	11.1%

Source: Created by Evergreen from data provided by the County as of December 2020.



**EXHIBIT 2G
BELOW AND ABOVE MIDPOINT BY PAY GRADE
SHERIFF'S OFFICE PAY PLAN**

Grade	Employees	< Mid		> Mid	
		#	%	#	%
1	3	0	0.0%	3	100.0%
2	8	4	50.0%	4	50.0%
4	10	8	80.0%	2	20.0%
5	7	4	57.1%	3	42.9%
6	16	14	87.5%	2	12.5%
7	28	28	100.0%	0	0.0%
8	4	3	75.0%	1	25.0%
9	1	1	100.0%	0	0.0%
10	3	2	66.7%	1	33.3%
11	37	36	97.3%	1	2.7%
12	11	9	81.8%	2	18.2%
13	6	6	100.0%	0	0.0%
14	5	4	80.0%	1	20.0%
15	8	7	87.5%	1	12.5%
16	2	2	100.0%	0	0.0%
18	1	1	0.0%	0	0.0%
23	1	1	100.0%	0	0.0%
Overall	151	130	86.1%	21	13.9%

Source: Created by Evergreen from data provided by the County as of December 2020.

2.3 QUARTILE ANALYSIS

In a quartile analysis, each pay range is divided into four equal segments (quartiles) and employees are assigned a quartile based on where their current salary falls. While there is no best practice for where salaries should be within each quartile, this analysis can be useful in revealing clustering of employees' salaries or compression within a compensation system. This analysis was conducted for the County pay plan only as the design of the Sheriff's Office pay plan did not lend itself to be divided into equal quartiles.

Exhibit 2H shows the number of employees that are in each quartile of each range of the County plan. As shown, 67.0 percent of employee salaries fell into the first quartile of their respective range, 21.8 percent fell into the second quartile, 6.1 percent fell into the third quartile, and 5.0 percent fell into the fourth quartile.



EXHIBIT 2E
QUARTILE ANALYSIS - COUNTY PAY PLAN

Grade	Employees	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
		#	%	#	%	#	%	#	%
1	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
5	8	5	62.5%	3	37.5%	0	0.0%	0	0.0%
6	2	0	0.0%	2	100.0%	0	0.0%	0	0.0%
7	3	0	0.0%	2	66.7%	1	33.3%	0	0.0%
8	9	5	55.6%	3	33.3%	0	0.0%	1	11.1%
9	25	16	64.0%	7	28.0%	0	0.0%	2	8.0%
10	43	37	86.0%	5	11.6%	1	2.3%	0	0.0%
12	42	25	59.5%	8	19.0%	3	7.1%	6	14.3%
13	5	5	100.0%	0	0.0%	0	0.0%	0	0.0%
14	6	4	66.7%	0	0.0%	2	33.3%	0	0.0%
15	6	5	83.3%	0	0.0%	0	0.0%	1	16.7%
16	54	37	68.5%	15	27.8%	2	3.7%	0	0.0%
17	19	14	73.7%	3	15.8%	2	10.5%	0	0.0%
18	14	11	78.6%	0	0.0%	1	7.1%	2	14.3%
19	8	2	25.0%	5	62.5%	1	12.5%	0	0.0%
20	7	5	71.4%	0	0.0%	1	14.3%	1	14.3%
21	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
22	2	2	100.0%	0	0.0%	0	0.0%	0	0.0%
23	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%
24	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%
25	4	1	25.0%	3	75.0%	0	0.0%	0	0.0%
Overall	261	175	67.0%	57	21.8%	16	6.1%	13	5.0%

Source: Created by Evergreen from data provided by the County as of December 2020

2.4 DEPARTMENT DISTRIBUTION

As of December 2020, the County employed 435 employees across 26 different departments. The following analysis was intended to provide basic information regarding how employees were distributed among departments.

Exhibit 2F depicts the number of classifications that were present in each department, along with the number and overall percentage of total employees by department. As illustrated, the largest department (in terms of employees) was the Sheriff's Office, with 100 employees representing 23.0 percent of the County's workforce.



EXHIBIT 2F
EMPLOYEES AND CLASSIFICATIONS BY DEPARTMENT

Department	Employees	Classifications	% of Total
Animal Control	5	2	1.1%
Board of Elections	4	4	0.9%
Clerk of Court	8	2	1.8%
Commissioners	5	5	1.1%
Development Services	11	10	2.5%
E911	14	8	3.2%
EMS	54	8	12.4%
Facilities Maintenance	7	4	1.6%
Finance	7	7	1.6%
Fire	54	5	12.4%
Human Resources	4	4	0.9%
IT	5	5	1.1%
Jail	56	10	12.9%
Magistrate Court	6	3	1.4%
Parks and Landscape	7	6	1.6%
Prison	38	12	8.7%
Probate Court	7	3	1.6%
Probation	4	4	0.9%
Recreation and Sports Management	7	3	1.6%
Sanitation	1	1	0.2%
Senior Citizens	5	4	1.1%
Sheriff	100	34	23.0%
Solicitor	3	3	0.7%
State Court	1	1	0.2%
Tax Assessor	11	5	2.5%
Tax Commissioner	11	8	2.5%
Overall	435	161*	100.0%

* The County utilized 144 unique classification titles. The total displayed here differs due to duplicate classifications across departments.

2.5 SUMMARY

The information contained in this chapter identified features of the overall structure of the compensation system, as well as the administration of it at the individual employee level. Notably, the following was found:

- **Pay Plans** – The compensation structure administered by the County was mostly well organized, with range spreads (the distance between the pay range minimum and maximum) and midpoint progressions (distance between the midpoints of adjacent pay ranges) there are mostly constant.



- **Salary Distribution** – The vast majority of employee salaries (a combined 87.9 percent) were clustered below their respective pay range midpoints. This may suggest that salaries have not progressed as expected, though the distribution of salaries may be acceptable given the County’s compensation philosophy. This observation was reviewed and considered in more detail throughout the course of the study.

This analysis served as a starting point for the development of recommendations in this report. Paired with market data, Evergreen was able to make recommendations that will ensure that the compensation system at the County is structurally sound, competitive with the market, and equitable.



Chapter 3 - Summary of Employee Outreach

Evergreen consultants facilitated a process in January 2021 to obtain from the County's senior leaders and employees, their input regarding several topic areas related to the market study. Solicited feedback included areas for improvement with regard to compensation (e.g., compression and competitiveness of salaries) and classification (e.g., title revision).

Senior leaders participated in one-on-one phone interviews with an Evergreen consultant who asked a developed set of questions to gain their input regarding topic areas. Employees had the opportunity to respond to the same questions on SurveyMonkey. There were 85 responses to the questions on SurveyMonkey. Combined participant responses provided the study team with valuable information regarding employees' and senior leaders' perceptions of the current compensation and classification system. Summarized below are their comments and perceptions related to the topic areas.

3.1 GENERAL FEEDBACK

Overall, participants stated that they enjoy working in public service and giving back to their community. Additional positive comments about working at the County include:

- that it provides a stable and positive work environment;
- jobs are close to home;
- opportunities exist for career growth and professional development; and
- careers with the County offer a good work-life balance.

3.2 COMPENSATION

While participants expressed appreciation for the County's dedication to conduct market studies to remain competitive, participants expressed concerns related to the County's compensation system and provided the following suggestions for:

- improved market competitive salaries, especially for new hires;
- better alignment of compensation in relation to duties and responsibilities;
- shift differential pay for working evenings and weekends;
- incentives for obtaining job-relevant certifications; and



- performance-based salary increases to reward high-performing employees.

3.3 CLASSIFICATION

While many participants believed their titles were reflective of their duties, others expressed room for improvement due to changes in duties and responsibilities over time. General comments related to the classification of positions included that:

- some titles could be clarified to better reflect the duties and responsibilities associated with those positions;
- the internal hierarchy of classifications within departments should be evaluated; and
- some titles (job families) could benefit in having a career ladder to recognize advancement in skills and certifications.

3.4 RECRUITMENT/RETENTION

Meeting and survey participants were also asked which positions within the County presented the greatest challenges with regard to recruitment and retention. Some of the positions mentioned by participants included:

- 911 Communications Officers;
- Building Inspectors;
- Correctional Officers;
- Desktop Technicians;
- Dispatchers for the Sheriff's Office;
- EMTs;
- Engineers;
- Firefighters; and
- Zoning Administrator.



3.5 MARKET PEERS

Participants were also asked to identify organizations they considered to be market peers competing for employees performing similar work. The most common responses are listed below and were considered when developing the list of peers for the salary survey:

- Bryan County, GA;
- Bulloch County, GA;
- Chatham County, GA;
- City of Savannah, GA;
- City of Statesboro, GA; and
- City of Pooler, GA.

3.6 BENEFITS

Participants were also asked for feedback regarding benefits. Participants commented that the County's benefits package was generally good, and the County-paid health insurance for employees (only) was generous.

However, additional feedback included:

- family medical premiums were expensive;
- lower medical deductibles would be appreciated;
- separate vacation and sick leave would be preferred in lieu of a single paid time off (PTO) pool; and
- vacation and sick leave accrual rates should match shift lengths.

3.7 PERFORMANCE EVALUATION

Furthermore, participants were asked for feedback regarding the current performance evaluation process, and for suggestions for changes to the current system. While many participants appreciated that performance evaluations are tied to merit increases, they expressed the following concerns:

- there is supervisor inconsistency in assigning employee performance ratings;



- the forms themselves should be more tailored for each department; and
- there should be a clearer tie of performance evaluation and resulting merit-based increases.

3.8 SUMMARY

The concerns expressed and reported above are generally common and exist in many organizations today. The County's commitment to seeking employee input and feedback regarding the compensation and classification system is a positive step toward improvement in these areas. Through the use of the conducted interviews, senior leaders consistently stated that the County's compensation system should be improved to be market competitive and internally equitable. Furthermore, the classification system should be reviewed to ensure that titles align appropriately with performed duties and responsibilities.

The input received during both the senior leader interviews and employee responses to the SurveyMonkey provided a foundation for understanding the current environment and was considered while conducting the remainder of the study. The analyses discussed in the next chapter ultimately provided the basis for the recommendations provided in **Chapter 5** of this report.



Chapter 4 – Market Summary

This chapter provides a market analysis comparing the County's pay plan (salary ranges) to those at peer organizations. The data from targeted market peers were used to evaluate the overall compensation at the County at the time of this study. It is important to note that the market comparisons contained herein do not translate at the individual level and are instead used to provide an overall analysis. The utilized methodology is not intended to evaluate salaries paid to individuals. An employee's total compensation (salary and benefits) is determined through a combination of factors, which could include: the market conditions for a job, geographic location of the organization, the candidate's prior education and experience, or an individual's negotiation skills during the hiring process.

It should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions can change; therefore, these market survey findings will be helpful for the County to remain current with its peers under the present market conditions.

4.1 SALARY SURVEY RESULTS

Evergreen collected pay range information from target organizations utilizing a salary survey tool. This was developed utilizing all of the County's classifications. The job title, a description of assigned duties, and the education and experience requirements for each benchmarked classification were provided in the survey tool so that peers could determine if the position existed within their organization.

Evergreen received concurrence from the County's project team regarding the targets to which the survey was provided. Several factors were utilized when developing this peer list, including comparator characteristics such as: geographic proximity to the County, similar service offerings, organizations to which the County is competing with for quality applicants, and employee recommendations from focus group sessions. Data were analyzed with adjustments for cost of living. **Exhibit 4A** provides the list of 14 peer organizations from which data was collected for 53 classifications from which salary range data were collected.



EXHIBIT 4A
MARKET PEERS

Market Peers
Bryan County, GA
Bulloch County, GA
Camden County, GA
Catoosa County, GA
Chatham County, GA
Gordon County, GA
Liberty County, GA
Screven County, GA
Spalding County, GA
Troup County, GA
Walker County, GA
Beaufort County, SC
Colleton County, SC
Hampton County, SC
Jasper County, SC
City of Garden City, GA
City of Pooler, GA
City of Rincon, GA
City of Savannah, GA
City of Springfield, GA

*Bold indicates data obtained from peer

The County expressed a desire to examine its pay plan overall as compared to a competitive position (at the average) with the market. To determine the position of the existing structure, Evergreen compared the County's 2021 salary ranges for the classifications to this market position. It is important to note that the averages in the subsequent exhibit reflects an average of the salary ranges reported by each peer for a given classification. The market range data presented in this chapter were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors, such as internal hierarchy. More detail on this analysis is provided in Chapter 5.



Exhibits 4B provides comparisons at the average market position and contains the following information:

- The market salary range information for each classification. This indicates the average of the minimum, midpoint, and maximum of the peer survey data for each classification.
- The percent differentials (to the County's existing salary ranges). A positive differential indicates the County pay range for these positions was above the targets' average for that classification at the minimum, midpoint, or maximum. A negative differential indicates the County's pay range was below the average for that classification. The final row provides the average percent differentials for the ranges' minimum, midpoint, and maximum for all benchmarked classifications. This represents an average of all classifications' differentials.
- The survey average range width. This provides the average range width for each classification surveyed determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for all the classifications is provided in the final row. The number of responses collected for each classification is provided in the final column, and the average number of responses for all the classifications is provided in the final row.
- The number of survey responses for each classification is provided in the final column. The average number of responses for all the classifications is provided in the final row of the exhibit.



EXHIBIT 4B
SALARY SURVEY SUMMARY

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
911 DIRECTOR	\$30,415.63	-	\$75,099.62	-	\$89,927.82	-	49.2%	8
ACCOUNTING CLERK	\$34,797.43	-11.3%	\$45,025.57	-16.3%	\$55,253.70	-20.3%	58.9%	10
ADMINISTRATIVE ASSISTANT I	\$30,415.63	-	\$38,751.51	-	\$47,087.39	-	55.0%	9
ANIMAL SHELTER MANAGER	\$40,538.51	-	\$52,315.53	-	\$64,092.54	-	58.1%	3
ASSISTANT DIRECTOR OF ELECTIONS & REGISTRATION	\$51,141.45	-26.4%	\$66,703.72	-32.1%	\$82,265.99	-36.5%	60.7%	5
ATHLETIC COORDINATOR	\$38,934.18	-4.2%	\$48,768.61	-6.0%	\$58,603.05	-7.9%	50.3%	8
BUILDING INSPECTOR I	\$40,340.20	3.1%	\$51,234.66	-0.1%	\$62,129.12	-3.0%	54.1%	11
BUILDING OFFICIAL	\$60,904.11	-	\$74,044.07	-	\$87,184.02	-	43.2%	5
CAPTAIN (SHERIFF)	\$54,950.62	-17.1%	\$66,909.85	-13.8%	\$78,869.07	-11.6%	43.6%	7
CAPTAIN (FIRE)	\$55,364.91	-10.1%	\$69,050.54	-11.5%	\$82,736.18	-13.1%	49.4%	8
CHIEF CLERK MAGISTRATE COURT	\$39,108.37	-27.8%	\$49,931.65	-31.4%	\$60,754.93	-34.5%	55.5%	4
CHIEF DEPUTY TAX COMMISSIONER	\$53,921.78	-40.0%	\$70,863.60	-46.3%	\$87,805.42	-51.0%	62.7%	4
CODE ENFORCEMENT OFFICER	\$36,495.21	2.3%	\$45,402.24	1.2%	\$54,309.28	-0.3%	49.0%	9
COMMUNICATIONS OFFICER I	\$30,216.43	0.9%	\$37,108.17	1.1%	\$43,999.91	-3.0%	45.7%	9
CORPORAL	\$41,676.19	-6.1%	\$51,505.14	-4.3%	\$61,334.09	-3.1%	47.3%	9
CORRECTIONAL OFFICER I	\$31,534.04	-9.4%	\$38,560.37	-8.8%	\$45,586.70	-9.1%	44.7%	9
COUNTY MANAGER	\$112,791.95	-	\$134,048.81	-	\$155,305.67	-	38.8%	3
CUSTODIAN	\$24,992.25	-12.3%	\$31,488.15	-14.7%	\$37,984.06	-17.0%	51.9%	7
DEPUTY CHIEF APPRAISER	\$53,368.58	-30.5%	\$67,119.65	-32.7%	\$80,870.73	-34.8%	51.7%	6
DEPUTY CLERK	\$30,419.46	-12.5%	\$38,803.95	-16.1%	\$47,188.43	-19.2%	55.0%	10
DEPUTY SHERIFF	\$42,888.98	0.8%	\$53,764.67	1.1%	\$64,640.36	1.4%	51.0%	8
DESKTOP TECHNICIAN	\$33,552.87	-2.8%	\$42,667.78	-6.1%	\$51,782.68	-9.0%	54.5%	4
ELECTION CLERK	\$30,550.83	-10.9%	\$37,619.13	-8.8%	\$44,687.44	-7.4%	46.2%	4
EMERGENCY COORDINATOR	\$54,452.58	-23.0%	\$67,768.98	-24.2%	\$81,085.38	-25.7%	49.0%	3
EMERGENCY MEDICAL TECHNICIAN I	\$32,276.85	-8.7%	\$39,571.26	-8.4%	\$46,865.66	-8.9%	45.1%	6
EXECUTIVE ASSISTANT	\$42,717.95	-	\$53,193.14	-	\$63,668.32	-	49.2%	5
FINANCE DIRECTOR	\$76,710.43	-	\$99,079.42	-	\$121,448.42	-	58.4%	9
FIRE CHIEF	\$83,997.54	-	\$105,630.44	-	\$127,263.34	-	51.5%	6
FIREFIGHTER I	\$35,622.61	4.6%	\$43,242.21	5.9%	\$50,861.81	6.2%	42.6%	9
GIS SENIOR ANALYST	\$44,173.98	3.5%	\$57,374.64	-1.9%	\$70,575.31	-6.2%	59.9%	6
HUMAN RESOURCES DIRECTOR	\$75,574.36	-	\$96,562.44	-	\$117,550.51	-	55.6%	8
HUMAN RESOURCES GENERALIST I	\$38,723.61	-12.2%	\$48,888.37	-14.8%	\$59,053.13	-17.3%	52.6%	8
INFORMATION TECHNOLOGY DIRECTOR	\$65,124.25	-	\$83,470.90	-	\$101,817.54	-	56.3%	4
KENNEL ASSISTANT	\$26,584.15	-18.5%	\$32,917.48	-19.1%	\$39,250.82	-20.3%	47.9%	4
LIEUTENANT (FIRE)	\$46,451.35	-2.3%	\$57,160.04	-2.3%	\$67,868.73	-3.1%	46.3%	7
LIEUTENANT, PRISON	\$48,560.62	-16.4%	\$56,824.05	-11.4%	\$65,087.49	-8.6%	33.9%	5
MAINTENANCE WORKER (RECREATION)	\$28,541.23	-6.1%	\$35,973.99	-8.5%	\$43,406.75	-10.9%	51.9%	10
MAINTENANCE WORKER II	\$30,721.31	-8.7%	\$38,224.39	-9.9%	\$45,727.48	-11.3%	48.8%	10
MOTOR VEHICLE SUPERVISOR	\$37,833.70	-14.8%	\$47,768.22	-17.3%	\$57,702.73	-19.8%	52.5%	3
NETWORK SPECIALIST	\$45,619.46	-0.5%	\$57,179.96	-2.4%	\$68,740.46	-1.1%	50.8%	5
OFFICE ASSISTANT	\$28,210.40	-24.3%	\$34,707.52	-24.4%	\$41,204.64	-25.0%	46.4%	4
OFFICE MANAGER	\$37,966.19	-1.6%	\$48,117.66	-4.6%	\$58,269.12	-7.3%	53.7%	5
PARAMEDIC	\$31,822.80	7.4%	\$39,904.01	5.5%	\$47,985.22	3.5%	50.9%	4
PROBATION OFFICER	\$36,148.40	-5.4%	\$46,429.21	-9.7%	\$56,710.01	-13.2%	57.0%	3
PROPERTY TAX AGENT	\$32,903.93	-25.1%	\$40,280.19	-24.6%	\$47,656.45	-25.0%	45.2%	4
PURCHASING CLERK	\$32,158.81	-16.0%	\$39,310.06	-13.2%	\$46,461.30	-11.3%	44.6%	3
REAL PROPERTY APPRAISER I	\$32,806.71	-20.0%	\$41,167.93	-21.9%	\$49,529.15	-23.9%	51.1%	7
RECEPTIONIST	\$27,031.00	-15.3%	\$31,050.77	-8.5%	\$35,070.54	-4.2%	29.5%	4
RECREATION DIRECTOR	\$63,748.52	-	\$80,642.21	-	\$97,535.90	-	53.1%	10
SERGEANT (SHERIFF)	\$44,453.85	-	\$55,205.90	-	\$65,957.95	-	48.3%	9
SERGEANT, PRISON	\$38,248.75	-2.4%	\$46,529.91	-1.3%	\$54,811.07	-1.2%	43.1%	8
STATE COURT ADMINISTRATOR	\$54,616.45	-32.8%	\$70,326.36	-37.2%	\$86,036.26	-40.8%	57.7%	3
ZONING TECHNICIAN	\$40,759.48	-22.1%	\$51,240.96	-24.3%	\$61,722.43	-26.4%	51.6%	6
Overall Average		-11.6%		-12.8%		-14.2%	50.2%	6.4



Market Minimums

A starting point of the analysis was to compare the peer's market minimum for each classification to the County's range minimums. Market minimums are generally considered an entry level salary for employees who meet the minimum qualifications of a classification. Employees with salaries at or near the range minimums typically have not mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 4B** illustrates for the surveyed classifications, the County was, on average, approximately 11.6 percent below the average market position at the minimum of the respective salary ranges.

Market Midpoints

Market midpoints are important to consider because they are commonly recognized as the salary point at which employees are fully proficient in satisfactorily performing their work. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect his or her salary to be placed.

As **Exhibit 4B** illustrates for the surveyed classifications, the County was, on average, approximately 12.8 percent below the average market position at the midpoint of the respective salary ranges.

Market Maximums

In this section, salary range maximums are compared to the peers' average of maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing employees. Additionally, being competitive at the maximum allows organizations to attract highly qualified individuals for in-demand classifications.

As **Exhibit 4B** illustrates for the surveyed classifications, the County was, on average, approximately 14.2 percent below the average market position at the maximum of the respective salary ranges.

4.2 MARKET SUMMARY

It should again be noted that the standing of a classification's pay range compared to the market is not a definitive assessment of an individual employee's salary being equally above or below market. A salary range does, however, speak to the County's general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the County could find itself losing out to its market peers when it seeks to fill a position. It is equally true that range maximums lower than the market maximums may serve as a disincentive for experienced employees to remain at the County. From the analysis of the data gathered and discussed above, the benchmark classifications' ranges were generally found to be significantly below the County's desired market position. All study findings and subsequent recommendations can be found in the next of this report.



Chapter 5 - Recommendations

The analysis of the County's classification and compensation system revealed some areas of opportunity for improvement. Evergreen focused primarily on developing more competitive pay plans, as well as reviewing and making recommendations to the classification structure. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 CLASSIFICATION SYSTEM

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles and inconsistent titles across departments.

In the analysis of the County's classification system, Evergreen collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JATs, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of the County's classifications. In addition, the MIT process provided supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

FINDING

Overall, the classification system utilized by the County was sound. However, there were a few instances of titles for positions that could be modified.

RECOMMENDATION 1: Revise the titles of some classifications to better reflect job duties.

Exhibit 5A provides a list of the recommended changes to the classification system. The foundation for these recommendations was the work performed by employees as described in their JATs, best practice in the Human Resources field, or unique needs which required a specific titling method.



**EXHIBIT 5A
PROPOSED CLASSIFICATION CHANGES**

Current Classification Title	Proposed Classification Title
Communications Officer IV Shift Supervisor	Communications Supervisor
Corrections Counselor, Senior	Corrections Counselor II

FINDING

When comparing the County's current job descriptions to the work described by employees in the JATs, Evergreen noted some tasks that were missing from the current job descriptions. This can happen over a period of time if the descriptions are not reviewed and updated on a regular basis. Some tasks in one classification are often reassigned to another classification. As such, these changes make it necessary that the County continues to update its job descriptions periodically to ensure each job description accurately reflects the work performed.

RECOMMENDATION 2: Update job descriptions on a regular basis and review job descriptions annually for accuracy.

The process of reviewing and updating the County's job descriptions, as well as comments received from employees and supervisors during outreach, revealed that the descriptions may not, in some cases, accurately reflect current work performed. To minimize this becoming a concern again in the future, Evergreen recommends a regular review of these descriptions, including FLSA status determinations.

A review of the employee's assigned job classification (description) should occur at least annually. Review of the FLSA determination for exempt or non-exempt status as well as other aspects of the job, (such as physical requirements required to perform essential functions) will also ensure consistent, continuous compliance with the Americans with Disabilities Act (ADA) protection.

5.2 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the County's pay ranges for its classifications were compared to the average of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report.

During the internal equity assessment, consideration of the relationships between positions and the type of work being performed by the County employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the classifications that quantified the classification's level of five separate compensatory factors (leadership, working conditions, complexity, decision-making, and relationships). The level for each factor was determined

based on responses to the JAT. The results of both analyses were utilized when developing the recommendations below.

FINDING

The County's salary ranges were overall found to be behind the market at the minimum, midpoint, and maximum. Implementing a revised competitive pay structure (pay plans) would provide the County with an improved ability to attract, hire and retain employees.

RECOMMENDATION 3: Increase the County's pay ranges by eight percent to close the gap with the market, and increase the Sheriff's Office's pay ranges by six percent to close the gap with the market; slot all classifications into the plans based on external and internal equity; and implement by transitioning employees' salaries into the revised plan.

Exhibit 5B shows the revised open-range pay plan for the County. This plan has 25 pay grades and constant range spreads of 50 percent. **Exhibit 5C** shows the revised step pay plan for the Sheriff's Office. This plan has 23 pay grades, range spreads of 52 percent, and 22 steps with a step progression of two percent.

Evergreen slotted each proposed classification into the appropriate pay range in the pay plan. Both internal and external equity were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. **Exhibit 5D** shows the proposed pay grades for classifications in the County's pay plan, and **Exhibit 5E** shows the proposed pay grades for classifications in the Sheriff's Office's pay plan.



**EXHIBIT 5B
PROPOSED COUNTY PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread
110	\$ 8.99	\$ 11.23	\$ 13.48	50%
111	\$ 9.61	\$ 12.02	\$ 14.42	50%
112	\$ 10.29	\$ 12.86	\$ 15.43	50%
113	\$ 11.01	\$ 13.76	\$ 16.51	50%
114	\$ 11.78	\$ 14.72	\$ 17.67	50%
115	\$ 12.60	\$ 15.75	\$ 18.90	50%
116	\$ 13.48	\$ 16.86	\$ 20.23	50%
117	\$ 14.43	\$ 18.04	\$ 21.64	50%
118	\$ 15.44	\$ 19.30	\$ 23.16	50%
119	\$ 16.52	\$ 20.65	\$ 24.78	50%
120	\$ 17.68	\$ 22.10	\$ 26.51	50%
121	\$ 18.91	\$ 23.64	\$ 28.37	50%
122	\$ 20.24	\$ 25.30	\$ 30.36	50%
123	\$ 21.65	\$ 27.07	\$ 32.48	50%
124	\$ 23.17	\$ 28.96	\$ 34.75	50%
125	\$ 24.79	\$ 30.99	\$ 37.19	50%
126	\$ 26.53	\$ 33.16	\$ 39.79	50%
127	\$ 28.38	\$ 35.48	\$ 42.58	50%
128	\$ 30.37	\$ 37.96	\$ 45.56	50%
129	\$ 32.50	\$ 40.62	\$ 48.75	50%
130	\$ 34.77	\$ 43.46	\$ 52.16	50%
131	\$ 37.21	\$ 46.51	\$ 55.81	50%
132	\$ 39.81	\$ 49.76	\$ 59.71	50%
133	\$ 42.60	\$ 53.25	\$ 63.89	50%
134	\$ 45.58	\$ 56.97	\$ 68.37	50%



EXHIBIT 5C
PROPOSED SHERIFF'S OFFICE PAY PLAN

Grade/Steps	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
220	\$11.48	\$11.71	\$11.94	\$12.18	\$12.43	\$12.67	\$12.93	\$13.19	\$13.45	\$13.72	\$13.99	\$14.27	\$14.56	\$14.85	\$15.15	\$15.45	\$15.76	\$16.07	\$16.40	\$16.72	\$17.06	\$17.40
221	\$12.05	\$12.29	\$12.54	\$12.79	\$13.05	\$13.31	\$13.57	\$13.85	\$14.12	\$14.41	\$14.69	\$14.99	\$15.29	\$15.59	\$15.90	\$16.22	\$16.55	\$16.88	\$17.22	\$17.56	\$17.91	\$18.27
222	\$12.66	\$12.91	\$13.17	\$13.43	\$13.70	\$13.97	\$14.25	\$14.54	\$14.83	\$15.13	\$15.43	\$15.74	\$16.05	\$16.37	\$16.70	\$17.03	\$17.37	\$17.72	\$18.08	\$18.44	\$18.81	\$19.18
223	\$13.29	\$13.56	\$13.83	\$14.10	\$14.38	\$14.67	\$14.97	\$15.27	\$15.57	\$15.88	\$16.20	\$16.52	\$16.85	\$17.19	\$17.53	\$17.89	\$18.24	\$18.61	\$18.98	\$19.36	\$19.75	\$20.14
224	\$13.95	\$14.23	\$14.52	\$14.81	\$15.10	\$15.41	\$15.71	\$16.03	\$16.35	\$16.68	\$17.01	\$17.35	\$17.70	\$18.05	\$18.41	\$18.78	\$19.16	\$19.54	\$19.93	\$20.33	\$20.73	\$21.15
225	\$14.65	\$14.94	\$15.24	\$15.55	\$15.86	\$16.18	\$16.50	\$16.83	\$17.17	\$17.51	\$17.86	\$18.22	\$18.58	\$18.95	\$19.33	\$19.72	\$20.11	\$20.52	\$20.93	\$21.34	\$21.77	\$22.21
226	\$15.38	\$15.69	\$16.01	\$16.33	\$16.65	\$16.99	\$17.32	\$17.67	\$18.02	\$18.39	\$18.75	\$19.13	\$19.51	\$19.90	\$20.30	\$20.70	\$21.12	\$21.54	\$21.97	\$22.41	\$22.86	\$23.32
227	\$16.15	\$16.48	\$16.81	\$17.14	\$17.48	\$17.83	\$18.19	\$18.55	\$18.93	\$19.30	\$19.69	\$20.08	\$20.49	\$20.90	\$21.31	\$21.74	\$22.17	\$22.62	\$23.07	\$23.53	\$24.00	\$24.48
228	\$16.96	\$17.30	\$17.65	\$18.00	\$18.36	\$18.73	\$19.10	\$19.48	\$19.87	\$20.27	\$20.68	\$21.09	\$21.51	\$21.94	\$22.38	\$22.83	\$23.28	\$23.75	\$24.22	\$24.71	\$25.20	\$25.71
229	\$17.81	\$18.17	\$18.53	\$18.90	\$19.28	\$19.66	\$20.06	\$20.46	\$20.87	\$21.28	\$21.71	\$22.14	\$22.59	\$23.04	\$23.50	\$23.97	\$24.45	\$24.94	\$25.44	\$25.94	\$26.46	\$26.99
230	\$18.70	\$19.07	\$19.45	\$19.84	\$20.24	\$20.65	\$21.06	\$21.48	\$21.91	\$22.35	\$22.79	\$23.25	\$23.72	\$24.19	\$24.67	\$25.17	\$25.67	\$26.18	\$26.71	\$27.24	\$27.79	\$28.34
231	\$19.63	\$20.03	\$20.43	\$20.84	\$21.25	\$21.68	\$22.11	\$22.55	\$23.00	\$23.46	\$23.93	\$24.41	\$24.90	\$25.40	\$25.91	\$26.43	\$26.95	\$27.49	\$28.04	\$28.60	\$29.18	\$29.76
232	\$20.62	\$21.03	\$21.45	\$21.88	\$22.32	\$22.76	\$23.22	\$23.68	\$24.16	\$24.64	\$25.13	\$25.63	\$26.15	\$26.67	\$27.20	\$27.75	\$28.30	\$28.87	\$29.44	\$30.03	\$30.63	\$31.25
233	\$21.65	\$22.08	\$22.52	\$22.97	\$23.43	\$23.90	\$24.38	\$24.87	\$25.36	\$25.87	\$26.39	\$26.92	\$27.45	\$28.00	\$28.56	\$29.13	\$29.72	\$30.31	\$30.92	\$31.54	\$32.17	\$32.81
234	\$22.73	\$23.18	\$23.65	\$24.12	\$24.60	\$25.09	\$25.60	\$26.11	\$26.63	\$27.16	\$27.71	\$28.26	\$28.83	\$29.40	\$29.99	\$30.59	\$31.20	\$31.83	\$32.46	\$33.11	\$33.77	\$34.45
235	\$23.87	\$24.34	\$24.83	\$25.33	\$25.83	\$26.35	\$26.88	\$27.41	\$27.96	\$28.52	\$29.09	\$29.67	\$30.27	\$30.87	\$31.49	\$32.12	\$32.76	\$33.42	\$34.09	\$34.77	\$35.46	\$36.17
236	\$25.06	\$25.56	\$26.07	\$26.59	\$27.12	\$27.67	\$28.22	\$28.78	\$29.36	\$29.95	\$30.55	\$31.16	\$31.78	\$32.42	\$33.06	\$33.73	\$34.40	\$35.09	\$35.79	\$36.51	\$37.24	\$37.98
237	\$26.31	\$26.84	\$27.37	\$27.92	\$28.48	\$29.05	\$29.63	\$30.22	\$30.83	\$31.45	\$32.07	\$32.72	\$33.37	\$34.04	\$34.72	\$35.41	\$36.12	\$36.84	\$37.58	\$38.33	\$39.10	\$39.88
238	\$27.63	\$28.18	\$28.74	\$29.32	\$29.90	\$30.50	\$31.11	\$31.74	\$32.37	\$33.02	\$33.68	\$34.35	\$35.04	\$35.74	\$36.45	\$37.18	\$37.93	\$38.69	\$39.46	\$40.25	\$41.05	\$41.87
239	\$29.01	\$29.59	\$30.18	\$30.78	\$31.40	\$32.03	\$32.67	\$33.32	\$33.99	\$34.67	\$35.36	\$36.07	\$36.79	\$37.53	\$38.28	\$39.04	\$39.82	\$40.62	\$41.43	\$42.26	\$43.11	\$43.97
240	\$30.46	\$31.07	\$31.69	\$32.32	\$32.97	\$33.63	\$34.30	\$34.99	\$35.69	\$36.40	\$37.13	\$37.87	\$38.63	\$39.40	\$40.19	\$40.99	\$41.81	\$42.65	\$43.50	\$44.37	\$45.26	\$46.17
241	\$31.98	\$32.62	\$33.27	\$33.94	\$34.62	\$35.31	\$36.02	\$36.74	\$37.47	\$38.22	\$38.99	\$39.77	\$40.56	\$41.37	\$42.20	\$43.04	\$43.90	\$44.78	\$45.68	\$46.59	\$47.52	\$48.47
242	\$33.58	\$34.25	\$34.94	\$35.64	\$36.35	\$37.08	\$37.82	\$38.57	\$39.35	\$40.13	\$40.94	\$41.75	\$42.59	\$43.44	\$44.31	\$45.20	\$46.10	\$47.02	\$47.96	\$48.92	\$49.90	\$50.90

EXHIBIT 5D
PROPOSED PAY GRADES—COUNTY PAY PLAN

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Chaplain	110	\$8.99	\$11.23	\$13.48
Custodian	114	\$11.78	\$14.72	\$17.67
Office Assistant I				
Kennel Assistant				
Office Assistant II	115	\$12.60	\$15.75	\$18.90
Permit Technician I				
Receptionist				
Grounds and Turf Maintenance Worker				
Instructor, Senior Center				
Maintenance Worker	116	\$13.48	\$16.86	\$20.23
Maintenance Worker I				
Nutrition Aid/Instructor				
Administrative Assistant				
Deputy Clerk				
Firefighter				
Permit Technician II	117	\$14.43	\$18.04	\$21.64
Property Tax Agent				
Senior Center Coordinator				
Senior Office Assistant				
Tax/Tag Agent				
Accounting Clerk				
Cardiac Technician				
Communications Officer I				
Correctional Officer Trainee				
Covenant Real Property Appraiser				
Emergency Medical Technician I	118	\$15.44	\$19.30	\$23.16
Ex-Officio Deputy Sheriff				
Maintenance Coordinator				
Maintenance Officer				
Maintenance Worker II				
Real Property Appraiser I				
Accounting Generalist I				
Communications Officer II				
Correctional Officer I				
Corrections Counselor I				
Desktop Technician	119	\$16.52	\$20.65	\$24.78
Landscape Crew Leader				
Paramedic				
Permit Technician III				
Project Accountant I				
Risk Management Technician				
Zoning Technician				



EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES—COUNTY PAY PLAN

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounting Generalist II	120	\$17.68	\$22.10	\$26.51
Athletic Coordinator				
Chief Court Administrator				
Code Enforcement Officer				
Communications Officer III				
Correctional Officer II				
Corrections Counselor II				
Deputy County Clerk				
Executive Assistant				
Grants Coordinator				
Information Systems Specialist				
Lieutenant				
Maintenance Worker III				
Motor Vehicle Supervisor				
Office Manager (Prison)				
Office/Event Coordinator				
Permit Manager				
Planner I				
Probation Officer				
Probation Officer/Community Service Supervisor				
Real Property Appraiser II				
Senior Deputy Clerk				
Chief Clerk	121	\$18.91	\$23.64	\$28.37
Chief Clerk Magistrate Court				
Communications Officer IV Shift				
Communications Supervisor				
GIS Technician				
Human Resources Generalist I				
Office Manager (Tax Commission)				
Paramedic Supervisor				
Purchasing Agent				
Sergeant, Prison				
Accounting Generalist III	122	\$20.24	\$25.30	\$30.36
Building Inspector I				
Captain, FD				
Deputy Registrar				
Deputy Sheriff				
Emergency Coordinator				
Human Resources Generalist II				
Project Accountant II				
State Court Investigator				



EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES—COUNTY PAY PLAN

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Animal Shelter Manager Assistant Director of Elections and Registration Chief Deputy Tax Commissioner Chief Probation Officer Human Resources Generalist III Lieutenant, Prison Network Specialist Operations Manager State Court Administrator	123	\$21.65	\$27.07	\$32.48
Assistant Director of Parks and Landscape Assistant Director of Recreation and Sports Management Building Inspector II Captain Deputy Chief Appraiser Facilities Maintenance Supervisor	124	\$23.17	\$28.96	\$34.75
Assistant Director of Human Resources Deputy Director of E911 GIS Coordinator Records and Training Coordinator Senior Center Director	125	\$24.79	\$30.99	\$37.19
Deputy Building Official Deputy Director of Finance Deputy Director of Information Technology Deputy Warden	126	\$26.53	\$33.16	\$39.79
Battalion Chief Planning and Zoning Manager Recreation Director	127	\$28.38	\$35.48	\$42.58
911 Director Building Official EMS Director Warden	128	\$30.37	\$37.96	\$45.56
Chief Appraiser Director of Elections and Registration Director of Parks and Landscape	129	\$32.50	\$40.62	\$48.75
County Engineer Finance Director Human Resources Director Information Technology Director	130	\$34.77	\$43.46	\$52.16
Assistant County Manager County Clerk Fire Chief County Manager	131	\$37.21	\$46.51	\$55.81



EXHIBIT 5E
PROPOSED PAY GRADES—SHERIFF’S OFFICE PAY PLAN

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Office Assistant	221	\$12.05	\$14.69	\$18.27
Receptionist	222	\$12.66	\$15.43	\$19.18
Booking Officer	223	\$13.29	\$16.20	\$20.14
Administrative Assistant	225	\$14.65	\$17.86	\$22.21
Communications Officer I G.C.I.C. Terminal Agency Coordinator Information Systems Technician Maintenance Worker II Purchasing Clerk	226	\$15.38	\$18.75	\$23.32
Clerk, Jail Superior Court Clerk	227	\$16.15	\$19.69	\$24.48
Bailiff Community Liason/Analyst Court Security Blue Coat Detention Officer	228	\$16.96	\$20.68	\$25.71
Corporal, Detention Executive Assistant Office Coordinator	229	\$17.81	\$21.71	\$26.99
Communications Supervisor	230	\$18.70	\$22.79	\$28.34
Deputy Sheriff Humane Enforcement Deputy Public Information Officer School Resource Officer Sergeant, Detention Sex Offender Deputy	231	\$19.63	\$23.93	\$29.76
Corporal Lieutenant, Assistant Jail Commander	232	\$20.62	\$25.13	\$31.25
Captain, Jail Commander Investigator (Drug Unit) Sergeant Sergeant, Crime Prevention Sergeant, Humane Enforcement Sergeant, School Resource Officer Sergeant, Warrants Division	234	\$22.73	\$27.71	\$34.45
Sergeant First Class Sergeant First Class, Patrol	235	\$23.87	\$29.09	\$36.17
Captain Captain, Patrol Commander	237	\$26.31	\$32.07	\$39.88
Chief Deputy	241	\$31.98	\$38.99	\$48.47



After assigning pay grades to classifications, the next step was to develop appropriate methods (options) for transitioning employees' salaries into the proposed plans. This was done utilizing equitable methods (options) for calculating salaries in the plans and determining whether adjustments were necessary to individual salaries to bring them to their calculated salary. Evergreen calculated and provided optional transition methods for implementing the new plans. The County was considering the following options at the time of this report, utilizing a phased approach by first bringing employees' salaries to new minimums and then adjusting salaries utilizing a Move Toward Midpoint 3-Tier approach.

Bring to New Minimums

First, employees' salaries were compared to the minimums of their classification's proposed pay ranges for all plans. If an employee's salary was below his or her classification's pay range minimum, an adjustment was proposed to raise the individual's salary to the minimum. A benefit to this preliminary adjustment is that it provides a basis for all other adjustment calculations. Additionally, best practice within Human Resources is to have all employees' salaries fall within the pay range of their classification.

Utilizing this approach, adjustments were recommended for 150 County employees with a total approximate annualized (salary only) cost of **\$446,112** and for 131 Sheriff's Office employees with a total approximate annualized (salary only) cost of **\$316,278**.

Move Toward Midpoint (3-Tier): Compa-Ratio and Years in Classification OR Years of Tenure with the County

After employees' salaries were moved to the proposed pay grade minimum in phase one, phase two would involve moving employees' salaries closer toward the midpoint of the proposed pay grade range based on a combination of time in classification, or years of tenure with the County, and an employee's salary Compa-ratio. The Compa-ratio for each employee was calculated by taking the salary (after bringing to the proposed minimum if needed) and dividing by the proposed midpoint. This phase would occur in the next fiscal year.

Employees with at least one year and less than three years in classification were moved closer toward the midpoint (market point) of the proposed pay grade range. Employees with between three and seven years in classification were moved even closer toward the midpoint, and employees with more than seven years in classification were moved yet even closer toward the midpoint of the pay range. Adjustment percentage increments were designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint (using Compa-ratio) and to provide greater adjustments to those employees with more time in classification. These calculations were also performed using years of tenure with the County.

Utilizing this approach, and years in classification, adjustments were then recommended for 245 County employees with an approximate total annualized cost of **\$392,865** and 128 Sheriff's Office employees with an approximate total annualized cost of **\$249,169**.



When using years of tenure in the calculation, adjustments were recommended for 245 County employees with an approximate total annualized cost of **\$411,691** and 130 Sheriff's Office employees with an approximate total annualized cost of **\$259,020**.

5.3 SYSTEM ADMINISTRATION

The County's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation system becomes dated and less competitive.

RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make changes to pay grade assignments if necessary.

While it is unlikely that the pay structure (plans) in total will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If the County is experiencing difficulty high turnover or challenges with recruiting one or more classifications, the County should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).

RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years, subject to budget constraints and as market conditions are warranted.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the County in less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 6: Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans and determining pay increases for employees who have been promoted to a different classification.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the County to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.



New Hire Salaries

Typically, an employee holding the minimum education and experience requirements for an existing classification is hired at or near the classification's pay grade minimum. Sometimes, for recruiting purposes an organization might need to consider the ability to offer salaries to new employees that consider prior related experience. It is recommended that the County continue its current practices of establishing new hire salaries while preserving the internal equity of employees' salaries within each classification to the extent possible. Current employees' salaries should be improved, to some degree with implementation of the new plans and the proposed potential adjustments to employees' salaries.

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board and performance-based. The County currently utilizes both methods to progress salaries. It is recommended that the County continuously evaluate its practices to progress employees' salaries and if necessary, make improvements to preserve equitable pay practices, particularly in the administration of the employee performance evaluation process.

5.4 SUMMARY

The recommendations in this chapter provide an update to the compensation and classification system for the County employees. Upon implementation, the County's competitiveness in the labor market will be improved and have a responsive compensation system for several years to come. While the upkeep of this will require work, the County will find that having a highly competitive compensation system that enhances strong recruitment and employee retention is well worth this commitment.

