


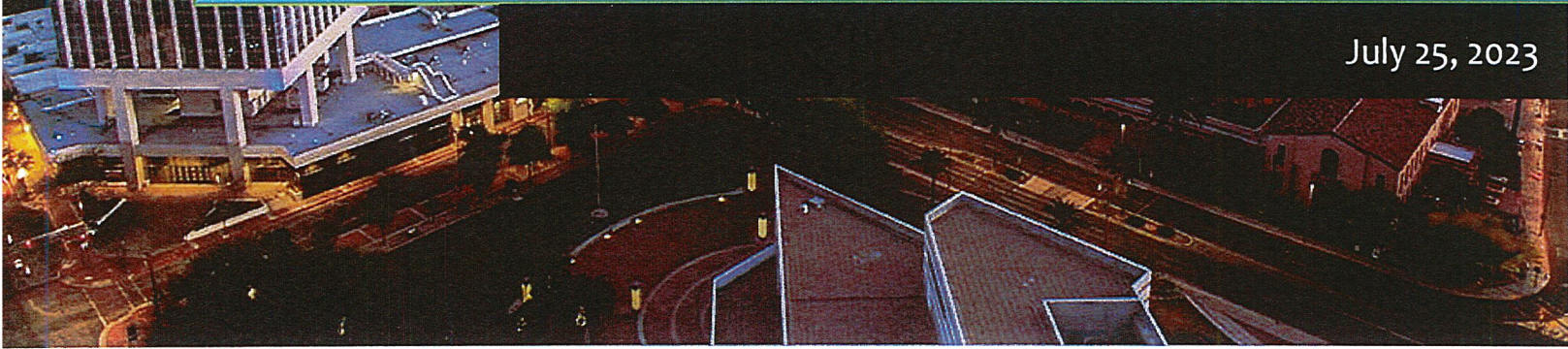
# AGENDA MATERIAL

DATE 7/25/23 ITEM NO. RA16

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## Human Resources Classification & Compensation Study: Final Report and Recommendations



July 25, 2023



## Current Compensation Philosophy

- 
- **No** definition of where we want to be in the market as an Employer (lead, compete, lag)
- 
- **No** flexibility in determining hiring pay – pay routinely at the minimum of the salary grade
- 
- **No** plan for progression of pay through the salary ranges or pay incentives
- 
- **No** adjustments to employee pay to address compression created by grade adjustments



## Relevant County Demographics

**6,879 Employees**

**Median Age = 50**

**1,170 (17%) above age 60**

**732 (11%) 20 years + service**

**906 (13%) 1 year or less service**

## County Turnover

Fiscal Year	Percentage Turnover
FY 2020/2021	19.23%
FY 2021/2022	22.45%
FY 2022/2023	21.75%



# Purpose of Compensation Study

Right-size the Organization

Create a Solid Foundation to Build Upon

Recruitment

- Posting positions at the market rate

Hire

- Flexibility in hiring beyond the minimum of the salary range

Retain

- Mechanism to move Employees through their salary ranges

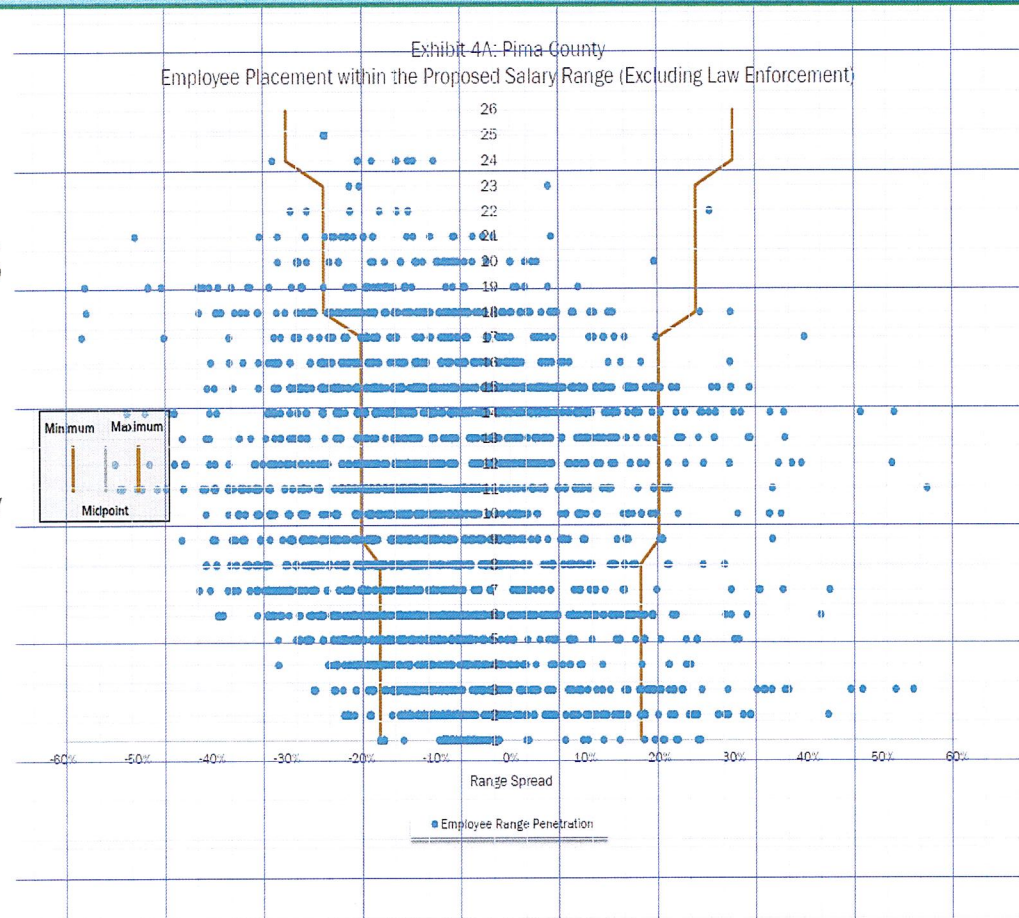


# Initial Compensation Study Findings

## Initial Findings

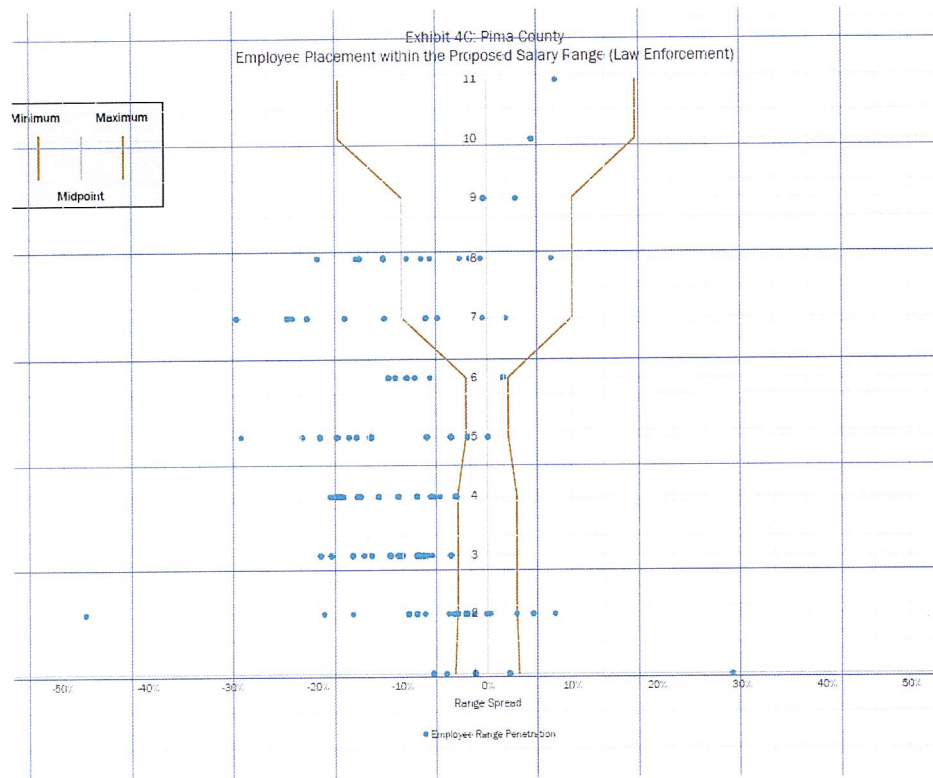
(County and Courts Graph)

High-level overview finds that majority of our classifications (830) are below market and as pay rates increase, they fall progressively lower than the market pay rate.

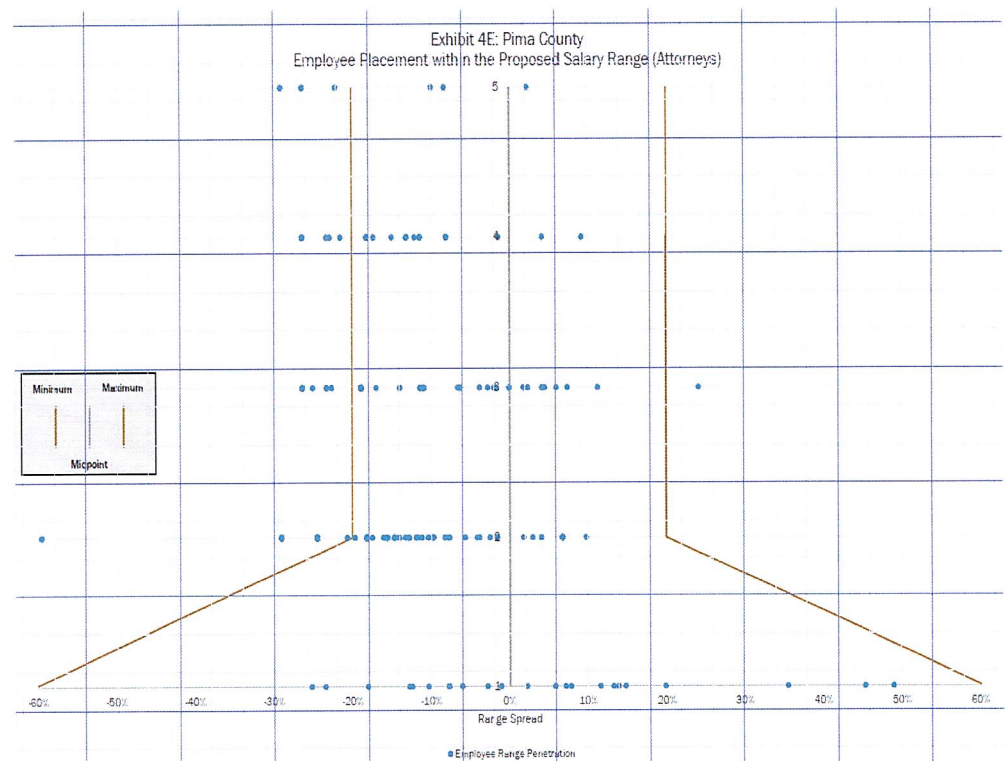




# Law Enforcement



# Attorneys





# Compensation Study: Proposed Phases

**Implement Phase 1 and  
Dedicate Remaining FY2023/24 Funds to Initiate Phase 2**

## Phase 1

- Assign New Titles
- Assign New Salary Grades
- Move Employees Below Minimum of Newly Assigned Salary Grade to the Minimum of that Salary Grade

## Phase 2

- Create New and Revised Job Descriptions and Pay Policy
- Placement of Current Employees Within the New Salary Range

## Phase 3

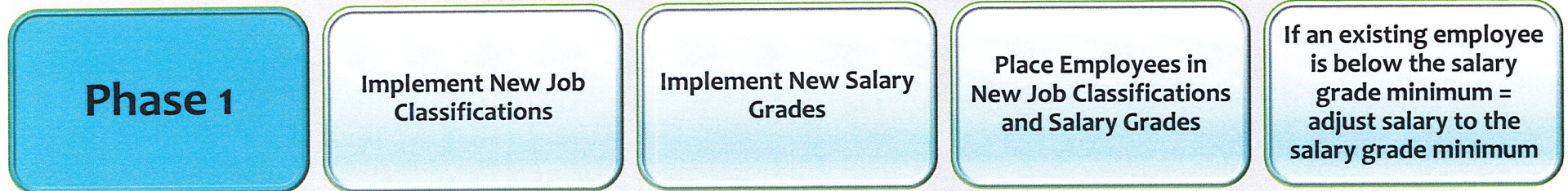
- Implement Process/Policy for How Employees Progress Through the Salary Range



# Compensation Study: Phase 1

**Implement Immediately**

**Complete Redesign of our Classification and Compensation System**





## Compensation Study: Phase 2

**Begin Initial Implementation Immediately**

**This is a multi-year commitment as funding is available**

### Phase 2

Determine Placement of  
Current Employees  
Within Their Respective  
Salary Ranges

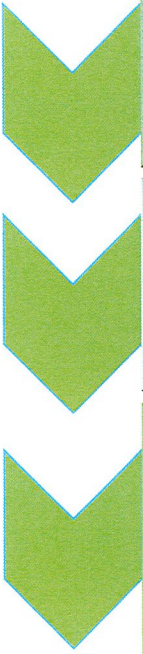
Determine Costing for  
Correct Placement of  
Current Employees  
Within Their Respective  
Salary Ranges

Place Current Employees  
Within Their Respective  
Salary Grades

Commit to Provide  
Funding Until All  
Employees are Placed  
Correctly in Their  
Respective Salary Grades



## Results: New Job Architecture

- 
- From 956 Job Classifications to 1021
  - Classifications will accurately identify the job the Employee performs
  - Majority of new titles in:
    - ⑩ Trades Maintenance Series
    - ⑩ Special Staff Assistant Series
    - ⑩ Program Series




# Results: New Classifications

*( Included as Attachment 1 )*

## List Contains:

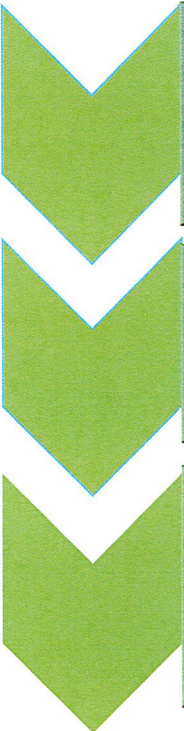
New/Revised Classifications	County and Courts Classifications
Classified and Unclassified Classifications	Law Enforcement Classifications

- 
- **Green Dot** = New salary grade minimum is higher than the prior salary grade minimum
  - **Yellow Dot** = New salary grade minimum remains the same as prior salary grade minimum
  - **Red Dot** = New salary grade minimum is below the prior salary grade minimum *(no decrease to current employee salaries)*



# Results: New Salary Structure – Total 43 Grades

*(Included as Attachment 2)*

- 
- County and Court employees = 26 Grades

*(Combines current 69 grades and all letter grades, to include unclassified positions)*

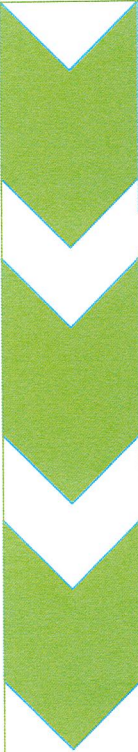
- Law Enforcement = 11 Grades

*(Commissioned Positions and Corrections Officers)*

- Attorneys Retain Current Salary Structure = 6 Grades




## Results: Market Based Pay Rates

- 
- Compensation for classifications based on market data for the same/similar classification.
  - Positions placed at the 50<sup>th</sup> percentile (middle) of the market.
  - Half of comparator agencies pay below and half of comparator agencies pay above for each classification.



## Summary of Findings

- 
- **830** Classifications were found to be below market-based pay rate.
  - **2,323** employees' salaries are below the minimum of their new salary grade.
  - **199** employees' salaries are above the maximum of their new salary grade.



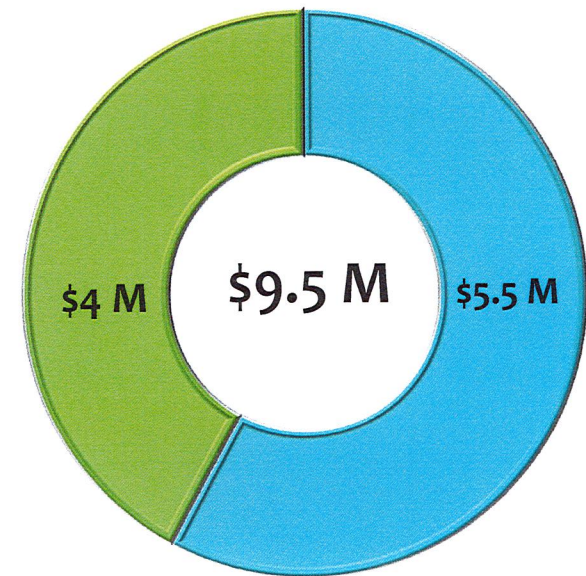
# Projection to Bring Employees to the Minimum

**Salary: \$8 Million**

**ERE: \$1.5 Million**

**Total Amount: \$9.5 Million**

Projected Budget



■ County; Courts; Attorneys    ■ Law Enforcement



# Next Steps - Phase 1

**Updates to ADP**  
(Cannot be implemented until changes made in ADP)

HR Submit Change Order to ADP

Update Job Codes and Salary Grades

**Effective Date of Pay Period Beginning September 10, 2023**

**Create Job Descriptions**

HR to Work With CBIZ to Draft Job Descriptions

HR to Work With Departments to Ensure Accuracy of Job Descriptions



## Next Steps – Initiate Phase 2

### Place Current Employees in the New Salary Ranges (*multi-year plan*)

**Direct HR to Evaluate Options for Correct Placement of Employees in Their Respective Salary Ranges and Estimate Costing**

**County Administration Review Options for Salary Placement of Employees and Provide Recommendation to the Board for Approval**

**Apply Remaining Monies in FY2023/24 Budget for Salaries, Benefits, and Personnel Changes to Phase 2**



## Next Steps – Phase 3

**Phase 3: Identifying How Employees  
Will Progress Through the New  
Salary Ranges in the Future**


**HR to Create Options**

**Provide Options to  
County Administrator**

**Provide  
Recommendations to BOS**



## Requests for Approval

- 
- Approval of **new classifications** and placement of Employees in the new classifications
  - Approval of **new salary grades(s)** (County/Courts, Law Enforcement, Attorney) and placement of Employees in the new salary grades
  - Approval of **\$9.5M** to bring current Employees to the minimum of their respective new salary grades
  - Approval to apply remaining FY2023/24 funding reserved for compensation project immediately towards Phase 2





## **We A.R.E. Pima County!**

Human Resources will continue to actively work on implementing the Classification and Compensation Study recommendations.

Implementation of future Phases is solely dependent on availability of budgetary funds.

A scenic photograph of a winding road through a desert valley. The road is paved and curves through a landscape of green shrubs and cacti. In the background, there are rugged, rocky mountains under a clear sky. A small blue car is visible on the road.

# **Thank You**

Cathy Bohland, Human Resources Director

Dustin Green, Human Resources Division Manager