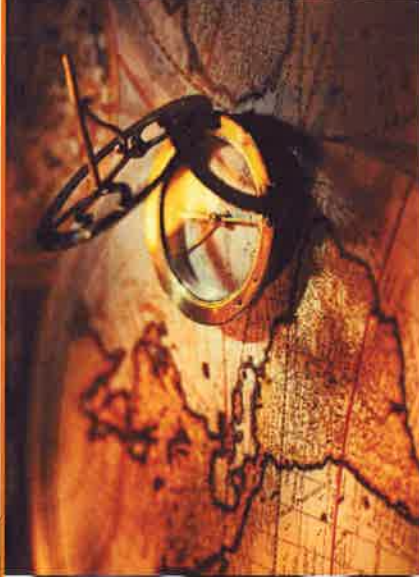
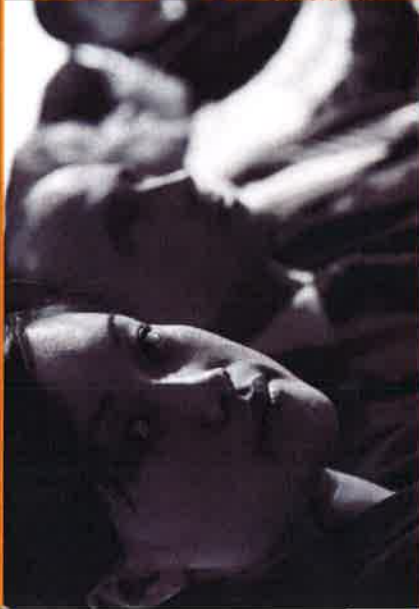


Job Classification and Compensation Study for Jackson County



Presentation to County Legislature



Evergreen Solutions, LLC

RECEIVED

DEC 16 2019

December 16, 2019

MARY JO SPINO
COUNTY CLERK

Agenda

- Study Process
- Study Initiation and Outreach
- Outreach Summary
- Assessment of Current Conditions
- Job Assessment Tool
- Salary and Benefits Surveys
- Recommendations
- Implementation Options and Cost Impact
- Next Steps



Study Process

- Study Initiation and Data Collection
- Outreach and Orientation Sessions – Chapter 2
- Analysis of Current Conditions – Chapter 3
- Market Salary Survey – Chapter 4
- Benefits Survey – Chapter 5
- Job Assessment Tool (JAT) and Classification Scoring – Chapter 6
- Recommendations – Chapter 6



Study Initiation and Outreach

- Study Initiation – May 2019
- Data Collection
 - Associate Data
 - Salary Schedules
 - Benefits Information
- Outreach Summary
 - June 17-19, 2019
 - Eleven (11) Orientation Sessions with approximately 200 associates – Video link provided for those associates
 - 25 Focus Groups conducted with about 300 associates



Outreach Summary

- Associates enjoy the working environment in Jackson County and stated that it is a very good place to work and has a positive work environment.
- Several associates provided examples of internal equity, compression issues, and inconsistency in the contract terms and conditions.
- Many associates stated that they are at the top of their pay scale and are only eligible for COLA increases each year.
- Associates shared various issues with specific classifications and position titles.



Assessment of Current Conditions

- 1,056 County associates
 - All Full-Time
 - 329 Unique Job Titles
 - Excludes Courts and Elected Officials

- Seven (7) Salary Schedules
 - Chapter 2 Government
 - Communications
 - Corrections
 - General
 - Park Ranger
 - Sheriff
 - Trades



Assessment of Current Conditions

- **Range Spread** — Range spreads throughout the County salary schedules vary significantly—5.0 to 65.1 percent, with an average of 39.4 percent. This spread is not in keeping with the best practice of setting spreads between 50 and 70 percent.
- **Midpoint Progression** — Midpoint progressions vary significantly throughout the different schedules—10.0 to 29.3 percent, with an average of 14.1 percent. Current midpoint progression is not in keeping with the best practice of setting progression between three and five percent.
- **Salary Placement** — The vast majority of associates are compensated below their pay grade’s midpoint, with over half in the first quartile alone.
- **Grade Penetration** — The County generally maintains a healthy positive linear relationship between experience and pay.



Job Assessment Tool (JAT)

- Provided Data on Roles and Responsibilities by Classification
- All Associates Asked to Complete
- Produced Classification Scores Based on Five (5) Factors:
 - Leadership
 - Working Conditions
 - Complexity
 - Decision Making
 - Relationships
- Multiple Verification Steps: Associate Input, Supervisor Review, Review by Evergreen, and Review by Human Resources Staff
- Combined with Market Survey Data, allows for Calculation of Predicted Market Values and Updating of Job Descriptions



Job Assessment Tool (JAT) (Continued)

- Launched Thursday, June 20, 2019
- Closed Friday, July 19, 2019
- 784 out of 1,056 (74.2 percent) JATs Completed
- 534 (68.1 percent) Reviewed by Supervisors
- Approximately 54 Completions of the Management Issues Tool (MIT)



Market Salary Survey

- 68 Benchmark Classifications
- 20 Market Peers – 17 Completed
- 523 Market Matches Made
- Evergreen found that, overall, the County's salary ranges are:
 - 18.7 percent below the market average minimum across all surveyed job titles;
 - 18.4 percent below the market midpoint average; and
 - 18.3 percent below market average at maximum of the range.
- Average Market Range Spread of 52.2 percent, with range of 34.7 percent to 68.5 percent



Benefits Survey

- The County has a higher overall benefits package (benefits as percentage of total compensation) at 35.0 percent – compared to the market at 30.1 percent
- When single benefits are analyzed in isolation, the County is ahead of the market in the following specific areas:
 - dental insurance
 - vision insurance
 - sick leave
 - tuition reimbursement
 - wellness programs
 - paid holidays
- The County is weaker in areas such as health insurance premiums, its Associate Assistance Program, annual/vacation leave accrual rates, and the provision of additional forms of pay.



Recommendations

- About 83 Classification Title Changes
- One Salary Schedule
 - 28 separate pay grades
 - a constant range spread of 55.0 percent for Grades 100 through 350
 - a range spread of 70.0 percent for Grades 360 and 370 – which are reserved for high-level managers
- Institutes a Living Wage Schedule for 2020, 2021, and 2022



Recommendations (Continued)

RECOMMENDATION 1: Adopt the 83 classification title changes.

RECOMMENDATION 2: Update current classification specifications and corresponding FLSA status to align with the selected classification structure and be reflective of the associate-provided JAT information.

RECOMMENDATION 3: Adopt the proposed salary schedules to simplify and bring consistency to the compensation system, as well as enable Jackson County to provide a living wage to its associates.



Recommendations (Continued)

RECOMMENDATION 4: Adopt the proposed grade order list which ensures appropriate grading within the current classification structure.

RECOMMENDATION 5: Adopt the best implementation option for Jackson County (Note: The Committee recommended the Classification Date Parity option as being most beneficial to associates).

RECOMMENDATION 6: Jackson County is commended for its generous benefits options and should seek to bolster the overall competitiveness of its benefits package, particularly in the area of health insurance.



Implementation Options

Operational Definitions

- **Bring to New Minimum** – This approach maintains current associate salaries unless their existing salary falls below their newly assigned pay grade’s minimum. When this occurs, the associate’s salary is raised to the new minimum.
- **Classification Date Parity** – Each associate’s salary is placed within their recommended range based on how long they have worked in their current position. This is done on the basis of 30 year career trajectory, where an associate with 15 years of experience would be placed at the midpoint, whereas an associate with 30 or more years would be at maximum. If an associate’s hourly rate exceeds where they would be projected in the recommended range, no adjustment is made.



Implementation Options (Continued)

Option	2020			Average Percentage Adjustment
	Total Implementation Cost	# Associates Receiving Adjustments	Average Salary Adjustment	
Bring to New Minimum	\$1,557,474	398	\$3,913	13.6%
Class Date Parity	\$2,726,372	535	\$5,096	16.1%

Option	2021			Average Percentage Adjustment
	Total Implementation Cost	# Associates Receiving Adjustments	Average Salary Adjustment	
Bring to New Minimum	\$1,393,726	564	\$2,471	6.7%
Class Date Parity	\$2,602,771	814	\$3,198	7.9%

Option	2022			Average Percentage Adjustment
	Total Implementation Cost	# Associates Receiving Adjustments	Average Salary Adjustment	
Bring to New Minimum	\$1,925,413	762	\$2,527	6.4%
Class Date Parity	\$3,159,457	887	\$3,562	8.1%



Recommendations (Continued)

RECOMMENDATION 7: Develop/maintain guidelines for progressing associate salaries through the salary schedules, including those for determining salaries of newly hired associates and associates who have been promoted or transferred to a different classification or department or who have been reclassified.

RECOMMENDATION 8: Conduct small-scale salary surveys as needed to assess the market competitiveness of selected classifications with recruitment and/or retention issues and make changes to pay grade assignments as necessary.



Recommendations (Continued)

RECOMMENDATION 9: Conduct a comprehensive classification and compensation study approximately every five years.

RECOMMENDATION 10: Adopt the Job Assessment Tool (JAT) and market data-based methodology from Evergreen to evaluate new and updated position titles in the future.



Thank You!

Questions?

Dr. Linda Recio
President

Evergreen Solutions, LLC

2878 Remington Green Circle

Tallahassee, Florida 32308

850.383.0111

www.ConsultEvergreen.com

