

## Public Sector Advisors



Springsted



# The Mayor and City Council of the City of Winston-Salem, North Carolina Classification and Compensation Study

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# The City's Objectives

- Review and evaluate the City's current classification and compensation program (review of 1/3 of City positions)
- Develop classification descriptions for designated positions
- Determine current relationship of wage and benefits relative to the labor market
- Evaluate the internal ranking of all positions
- Develop a compensation plan that provides for internal equity and ensures external competitiveness with the appropriate labor market

## The City's Objectives *(cont.)*

- Identify relevant compensation factors that accurately reflect the value of different kinds of work
- Establish policies and administrative guidelines for implementation and maintenance of the compensation plan
- Prepare a plan to implement the study recommendations

# The Winston-Salem Study Process

- Discussions with the City Manager, Management Team, Human Resources and Department Heads
- Employee informational meetings
- Collection of data – Position Analysis Questionnaires
- Development of classification descriptions
- Evaluation of positions based on current job requirements
- Obtain market salary and benefits information
- Development of compensation plan
- Assignment of positions to pay grades
- Development of implementation options

# Compensation and Benefits Survey - Benchmark Communities

- City of Asheville, NC
- City of Burlington, NC
- Town of Cary, NC
- City of Charlotte, NC
- City of Concord, NC
- City of Durham, NC
- Durham County, NC
- City of Fayetteville, NC
- City of Greensboro, NC
- City of Greenville, NC
- City of High Point, NC
- City of Kernersville, NC
- City of Raleigh, NC
- City of Wilmington, NC

# Salary Survey

- 88 positions included in survey
- Comparison of starting salaries to market
  - 7.96% below average minimum salaries
- Internal pay relationship inequities exist within the City
- Benefits overall are consistent with the market

# Job Evaluation

## Systematic Analysis and Factor Evaluation (SAFE®) System Job Evaluation Factors

Training and Ability	Experience Required
Level of Work	Human Relations Skills
Physical Demands	Working Conditions
Independence of Actions	Impact on End Results
Supervision Exercised	



# Pay Philosophy

- Provide fair and equitable compensation to employees
- Balance external market and internal equity
- Maintain competitive pay structure with consideration of City's fiscal resources
- Performance based component for individual employee compensation
- Develop an understandable compensation program

# Proposed Pay Scale – Excluding Police

% Between Grades:	7%		
Range:	50.0%		
Starting midpoint:	29,250		
	Salary Range		
Grade	Min	Mid	Max
1*	23,400.00	29,250.00	35,100.00
2	25,038.00	31,297.50	37,557.00
3	26,790.66	33,488.33	40,185.99
4	28,666.01	35,832.51	42,999.01
5	30,672.63	38,340.78	46,008.94
6	32,819.71	41,024.64	49,229.57
7	35,117.09	43,896.36	52,675.64
8	37,575.29	46,969.11	56,362.93
9	40,205.56	50,256.95	60,308.33
10	43,019.95	53,774.93	64,529.92
11	46,031.34	57,539.18	69,047.01
12	49,253.54	61,566.92	73,880.30
13	52,701.28	65,876.60	79,051.92
14	56,390.37	70,487.97	84,585.56
15	60,337.70	75,422.12	90,506.55
* Increases minimum rate of pay to \$11.25 per hour			

# Proposed Pay Scale – Police

% Between Grades:	5%	
Range:	50.0%	
Starting midpoint:	44,750	

	Salary Range		
Grade	Min	Mid	Max
1	35,800.00	44,750.00	53,700.00
2	37,590.00	46,987.50	56,385.00
3	39,469.50	49,336.88	59,204.25
4	41,442.98	51,803.72	62,164.46
5	43,515.12	54,393.90	65,272.69
6	45,690.88	57,113.60	68,536.32
7	47,975.42	59,969.28	71,963.14
8	50,374.20	62,967.74	75,561.29
9	52,892.90	66,116.13	79,339.36
10	55,537.55	69,421.94	83,306.33

Title	Grade
Police Officer Trainee	1
Police Officer	2
Police Corporal	6
Police Detective	6
Police Sergeant	10

# Recommended Implementation

- Excluding Police

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Employee Below Min	442	\$ 12,799,567.06	\$ 13,864,421.83	\$ 1,064,854.78	8.32%
Employee Within Range	287	\$ 11,309,532.47	\$ 11,535,723.12	\$ 226,190.65	2.00%
Employee Above Max	2	\$ 127,802.69	\$ 127,802.69	\$ -	
Total - Wages Only	731	\$ 24,236,902.21	\$ 25,527,947.64	\$ 1,291,045.43	5.33%
Total Including Benefits				\$ 1,803,848.67	

- Police

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Employee Below Min	26	\$ 970,488.06	\$ 998,592.88	\$ 28,104.82	2.90%
Employee Within Range	459	\$ 22,531,105.17	\$ 22,981,727.27	\$ 450,622.10	2.00%
Employee Above Max	17	\$ 1,030,071.12	\$ 1,030,071.12	\$ -	
Total - Wages Only	502	24,531,664.35	25,010,391.28	\$ 478,726.92	1.95%
Total Including Benefits				\$ 760,218.35	

- Total cost of implementation is \$2,564,067, impact to general fund is \$1,998,705

# Questions and Discussion

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