



Council Presentation



SAVANNAH

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Compensation and Classification Study

September 26, 2019

Study Goals and Objectives

- ✓ Perform a Compensation/Classification study for all City positions.
- ✓ Compare compensation to relevant labor markets/competitors.
- ✓ Ensure that positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, are classified together.
- ✓ Develop a competitive classification and compensation structure.
- ✓ Recommend policy changes to support the compensation system.
- ✓ Scope included approximately 2,548 positions in 418 job titles.



Methodology

- ✓ Captured key employee data.
- ✓ Conducted employee sessions to explain project and their role.
- ✓ Identified jobs where recruitment and retention are concerns.
- ✓ Conducted interviews with top management and selected staff.
- ✓ Gathered salary and compensation data from competitor organizations;
- ✓ Surveyed for comparative data.
- ✓ Reviewed job questionnaire data from employees.
- ✓ Changed selected job titles to reflect work being done.
- ✓ Recommending changes to support a competitive compensation system.
- ✓ Developed implementation/transition costs.





Key Dates & Tasks

- ✓ MAG Selected: 11/5/2018
- ✓ Kick-Off Meeting with Management Staff: 11/26/2018
- ✓ Market Survey Conducted: 1/31/2019 – 3/25/2019
- ✓ Market Survey Results Presented: 4/1/2019
- ✓ Employee JAQ Sessions: 1/15/2019 – 1/18/2019
- ✓ JAQ Completion Date: 2/15/2019
- ✓ Supervisors Review of JAQs: 2/22/2019
- ✓ Department Head Interviews: 1/23/2019 – 2/1/2019
- ✓ Draft Study Report to Human Resources: 5/20/2019
- ✓ Department Heads Review of Draft Report: 6/24/2019 – 7/12/2019



Key Dates & Tasks

- ✓ MAG Responses to Department Head Questions on Draft: 7/26/2019
- ✓ MAG Submits Draft Job Descriptions: 7/16/2019
- ✓ MAG makes corrections to Draft Job Descriptions & Submits Final: 9/17/2019
- ✓ MAG makes adjustment to draft report and submits final report: 9/22/2019
- ✓ MAG installs CM software and provides training to HR staff: TBD



Targeted Agencies/Employers

- ATHENS-CLARKE, CO. GA
- AUGUSTA-RICHMOND, CO. GA
- SAVANNAH-CHATHAM CO. SCHOOLS
- CHATHAM CO. GA
- CITY OF ATLANTA, GA
- STATE OF GA
- COLUMBUS-MUSCOGEE CO. GA
- CITY OF CHARLESTON, SC
- JACKSONVILLE-DUVAL CO. FL
- CITY OF TALLAHASSEE, FL
- CHARLOTTE-MECKLENBURG CO. NC
- CITY OF WILMINGTON, NC
- CITY OF NEWPORT NEWS, VA
- CITY OF MOBILE, AL
- NASHVILLE-DAVIDSON CO. TN
- O*NET ONLINE (PRIVATE SECTOR DATA SOURCE)



Market Survey Results

- ✓ Overall, results show that the City positions surveyed lag the market:
 - ✓ At minimum: - 7.89%
 - ✓ At midpoint: - 9.91%
 - ✓ At maximum: -11.47%

Overall, range widths are 61% compared to City's overall range widths of 55%.



Market Survey Results

- ✓ Positions that appear to have competitive hiring rates:
 - ✓ Heavy Equipment Operator
 - ✓ Code Compliance Officer
 - ✓ Maintenance Crew Chief
 - ✓ Construction Inspector

- ✓ Positions that are extremely non-competitive:
 - ✓ Police Officer
 - ✓ Refuse Truck Operator
 - ✓ Facilities Service Worker
 - ✓ Water Service Representative
 - ✓ Fire Prevention Inspector
 - ✓ Maintenance Superintendent



Proposed Compensation & Classification System Design

- ✓ Managerial Plan for Assistant Directors, Directors, Sr. Directors & Chief Positions.
 - ✓ 69 job titles.
 - ✓ Open Range Plan.
 - ✓ 9 grade levels.
 - ✓ Range Widths: 44% from minimum to maximum.

- ✓ Public Safety – Exempt Plan for Police Major, Capt. Lt. Chief Fire Inv. Batt. Chief & Fire Marshall Positions .
 - ✓ 6 job titles.
 - ✓ Open ranges.
 - ✓ 4 grade levels.
 - ✓ Range Wide: 56% from minimum to maximum.



Proposed Compensation & Classification System Design

- ✓ Public Safety – None-Exempt for Firefighters, Police Officers, Corporals, Sergeants, Fire Captains, etc. Positions.
 - ✓ 11 job titles.
 - ✓ Step Plan (12 Steps, 2.5% increments between Steps)
 - ✓ 7 grade levels.
 - ✓ Range Widths: 31% from Step 1 to Step 12.

- ✓ Unified Plan created for all other City position titles.
 - ✓ 332 job titles.
 - ✓ Open ranges.
 - ✓ 22 grade levels.
 - ✓ Range Widths: 55.% from minimum to maximum.



Estimated Annualized Costs: Managerial Plan

2% across the board first 70 Positions	\$135,053
Adjustment to Minimums (27)	\$258,593
Employee equity adjustments based on promotion date. (14)	\$30,082
Total Annualized Adjustments:	\$423,729
Changes in Total Payroll for Included positions	6.18%



Estimated Annualized Costs: P. S. Exempt Plan

2% across the board first 46 Positions	\$66,646
Adjustment to Minimums (45)	\$9,033
Employee equity adjustments based on promotion date. (0)	\$0
Total Annualized Adjustments:	\$75,678
Change in Total Payroll for included positions	2.19%



Estimated Annualized Costs: P. S. None-Exempt Plan

2% across the board first 835 Positions	\$780,327
Adjustment to Minimums (223)	\$543,376
Employee equity adjustments based on promotion date. (211)	\$114,323
Adjustment to Step	\$538,937
Total Annualized Adjustments:	\$1,976,963
Change in Total Payroll for Included positions	4.91%



Estimated Annualized Costs: Unified Plan

2% across the board first 1,713 Positions	\$1,382,919
Adjustment to Minimums (751)	\$1,674,610
Employee equity adjustments based on promotion date. (739)	\$563,418
Total Annualized Adjustments:	\$3,620,947
Change in Total Payroll for included positions	5.20%



Recommendations on Policies

- ✓ MAG has provided a draft of personnel policies for:
 - ✓ Reclassification
 - ✓ Promotion
 - ✓ Lateral Transfer
 - ✓ Demotion
 - ✓ Temporary Assignment
 - ✓ Hiring
 - ✓ Addressing employees who “max out”.

- ✓ The suggested policies reflect best practices in the field of HR.



Financial & Organizational Impact

- ✓ All employees receive a 2% across the board adjustment.
- ✓ 2,646 out of 2,664 Positions
- ✓ Total Cost to Implement the Study: \$5,673,588
- ✓ Highest starting salary for Police Officers in the Region.
- ✓ Competitive Pay Ranges across the board
- ✓ Market competitive benefits package.

