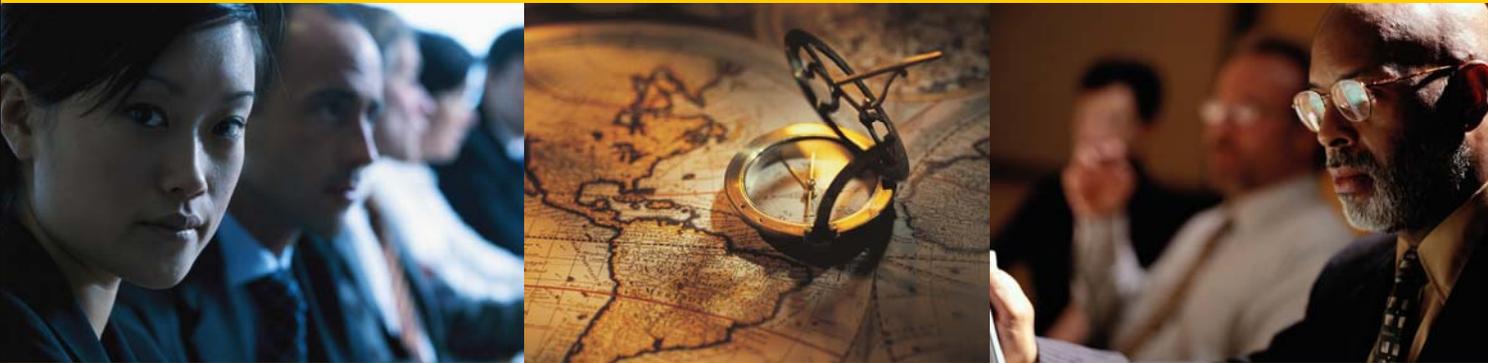


Employee Classification and Compensation Study for Blount County

FINAL REPORT



Evergreen Solutions, LLC

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Chapter 1 - Introduction

Evergreen Solutions conducted an Employee Classification and Compensation study for Blount County, TN beginning in September 2014. The County did not, at the time of the study have an organized County wide employee classification and compensation system. One of the primary goals of the study was to develop such a system. This was accomplished by evaluating the work County employees were performing utilizing a job evaluation process, and conducting a salary survey. Included in this report is a recommendation to implement this proposed, market competitive classification and compensation system. Doing so should enhance the County's ability to attract and retain qualified employees.

Specifically, Evergreen Solutions was tasked with:

- collecting and reviewing current environmental data present at the County;
- collecting classification information through the Job Assessment Tool (JAT) to analyze the internal equity of the County's classifications;
- developing recommendations for improvements to classification titles and the creation of new titles, if necessary;
- facilitating discussions with County leaders to develop a compensation philosophy;
- conducting a salary survey to collect and aggregate market data;
- developing a compensation structure and slotting classifications into that structure while ensuring internal and external equity;
- developing an implementation strategy and associated cost estimate information;
- updating job descriptions that reflect recommended classification changes and employee responses to the JAT, and Fair Labor Standards Act (FLSA) recommendations; and
- developing and submitting draft and final reports that summarize study findings and recommendations.



1.1 STUDY METHODOLOGY

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations that build upon the County’s individual classification and compensation systems. Study activities included:

- conducting a study kick-off meeting;
- conducting employee outreach;
- conducting job assessments utilizing the JAT;
- analyzing the current conditions of the County’s compensation approaches;
- developing a compensation philosophy for the County;
- conducting a market salary survey;
- developing a County wide classification and compensation structure;
- developing implementation options for the proposed structure;
- developing recommendations for maintaining the new system;
- updating job descriptions to accurately reflect work performed; and
- creating draft and final reports.

Kick-off Meeting

The kick-off meeting allowed members of the study team from the County and Evergreen Solutions to discuss different aspects of the study. During the meeting, information about the County’s compensation and classification structures and philosophies was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen Solutions to explain the types of data needed to begin the study.

Employee Outreach

The orientation sessions provided an opportunity for employees and supervisors to learn more information about the purpose of the study, and receive specific information related to their participation in the study process. The focus group sessions and department head interviews allowed County employees, supervisors, and senior management to identify practices that were working well at the County as well as to suggest areas with opportunities for improvement with regard to compensation, classification, benefits, and performance management. The feedback received during these sessions is summarized in **Chapter 2** of this report.

Classification Analysis

To perform an analysis of the County’s classifications, all employees were asked to complete a JAT in which they had the opportunity to describe the work they perform in their own words. Supervisors then reviewed the employees’ JAT and provided additional information as needed about the classifications. The information provided in the completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classifications were titled appropriately. Second, the JATs were evaluated to quantify, by a scoring method, each classification’s relative value within the organization. Each



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

Analysis of Current Conditions

An analysis of current conditions typically provides a statistical review of the existing pay structure of an organization. Usually, this includes an overall assessment of the structure of the compensation plan in place and a brief analysis of the employee demographics. As the County did not have pay plans with defined ranges in place, this analysis focused on employee demographics only, and is summarized in **Chapter 3** of this report.

Salary Survey

The external market was defined as identified peers that have similar characteristics, demographics, and service offerings as the County, and benchmark positions were identified from each area and level of the organization. When the target and benchmark information were finalized, a survey was conducted to solicit pay information from each of the peer organizations. Matches were made for classifications in the salary survey using job functions and responsibilities. When the results were received, the data was analyzed, organized, and processed to produce aggregate findings. A summary of these findings can be found in **Chapter 4** of this report.

Recommendations

During the development of the compensation philosophy, the County identified its desired market position. Using this information and the analysis of both internal and external equity, a classification and compensation structure was created. Next, implementation options were developed to transition employee' salaries into the new structure, and the associated costs of adjusting employee' salaries were estimated. Information was then provided to the County on how to execute the recommended salary adjustments, as well as how to maintain the recommended classification and compensation system over time. A summary of the recommendations made by Evergreen Solutions can be found in **Chapter 5** of this report.

1.2 REPORT ORGANIZATION

The report includes the following additional chapters:

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



Chapter 2 - Summary of Employee Outreach

Evergreen Solutions conducted outreach with County employees in October 2014. Outreach consisted of orientation sessions and focus group meetings with employees and supervisors, and interviews with the County's senior leaders. During these sessions the study goals were outlined and the Job Assessment Tool© (JAT) process was described. Significant attention was given to this process so employees would understand the JAT as a central component of the job evaluation process and very critical to the study. Employee participation in the JAT process was strongly encouraged, and resulted in a completion rate of 79.2 percent for the employee JATs. This completion rate was very good and provided the necessary information for the internal equity analysis conducted by Evergreen Solutions later in the study.

At the same time, focus groups were facilitated with employee and supervisor groups. These were designed to gain insight about their perceptions of the County's classification and compensation systems. This direct feedback method provides Evergreen Solutions the opportunity to gain an understanding of what's working well and what could be improved regarding the County's classification and compensation systems. For those employees who were unable to attend the focus groups sessions, an online survey tool was provided which allowed employees to answer the questions asked in the focus groups. Interview meetings were also conducted with the County's senior leaders to provide an opportunity for them to give similar, focused feedback. The summary of comments below are reflective of feedback from all focus group and interview meetings.

2.1 GENERAL FEEDBACK

Employees were asked why they sought employment with the County, why they have remained, and what they believed to be the strengths of the County's classification and compensation systems. The following are key points summarizing their responses:

- Employees expressed that the benefits package provided to County employees was excellent.
- Generally, employees pointed to job stability, retirement benefits, limited alternative employment in the area, satisfaction of working for their community, and the quality of co-workers as reasons for remaining employed with the County.
- Several employees pointed to the County's flexible work schedule, number of hours worked per week, number of holidays, and employee leave policies as great benefits of employment with the County.



- Employees stated they were appreciative of the recent bonus received, yet would have preferred to receive an increase to their salary.

2.2 CLASSIFICATION SYSTEM

Evergreen Solutions asked County employees about the current classification system. Specifically, focus group participants were asked to identify any strengths and weaknesses of the current structure, as well as any aspects they believed needed improvement. The following are the responses from participants:

- Many employees believed their current job titles do not appropriately reflect the work that they perform.
- Most participants expressed concern that job descriptions were outdated as jobs have changed over time and the descriptions have not been updated.
- Several employees stated that individuals performing the same functions, but assigned to different departments, did not have the same classification.

2.3 COMPENSATION SYSTEM

Focus group participants were also asked about the strengths and weaknesses of the County's compensation plan. The responses follow:

- Employees expressed concern regarding internal equity between several positions, e.g. that some positions performing the same functions have vastly different salaries depending on the department assignment.
- A number of employees believed that compensation was not commensurate with the additional duties now performed in their classifications.
- The lack of raises for the last several years was a concern overall.
- Most employees believed there is salary compression at the beginning of the salary ranges, i.e. that an employee with several years of experience may receive the same salary as an employee who was recently hired.
- Most participants stated they would like to see a performance based pay system implemented.
- Employees stated that salary ranges for most classifications are not known and that they should have visibility of the classification and compensation structures.



- Some comments were made that part-time employees were not equitably compensated relative to their full-time peer employees in the same or similar classifications.
- Incentives for additional certifications, licenses, education, extra duties, and on-call duty were not currently provided by the County, and were identified as important incentives for County employees.

2.4 BENEFITS

Evergreen Solutions also asked employees about the benefits currently offered to them. The following comments were provided:

- Overall, employees were satisfied with the health care benefit, but stated the premium costs for employee plus one and family coverage were too costly for some employees.
- The ability to be seen at a health clinic and the flexible spending cards were identified as beneficial to employees and their families.
- Dental and vision insurance plans were areas of satisfaction, but they were not considered overly rich, according to the employees.
- Tuition assistance for education and certifications were not uniformly provided across the County according to the employees; yet would be greatly appreciated.
- A primary concern for participants was the future of health plan coverage levels and the gradual increases in cost.

2.5 RECRUITMENT AND RETENTION

Focus group participants and senior leaders were also asked to name positions and or functional areas in which the County was having difficulties with recruitment and retention of employees. Below are the areas employees discussed:

- Clerk positions,
- Corrections Officers,
- Custodians,
- Dentists,
- Maintenance Workers,
- Nurses,
- Nutritionists,
- Patrol Deputies, and
- Registered Dieticians.



2.6 COMPETITIVE MARKET PEERS

The participants were asked which organizations they compete with for quality employees. Evergreen Solutions considered these when selecting peers to include in the market survey. Participants identified the following:

- City of Alcoa, TN;
- City of Athens, GA;
- City of Chattanooga, TN;
- City of Clarksville, TN;
- City of Johnson City, TN;
- City of Knoxville, TN;
- City of Maryville, TN;
- City of Nashville, TN;
- City of Oak Ridge, TN;
- City of Pigeon Forge, TN;
- City of Sevierville, TN;
- Anderson County, TN;
- Bradley County, TN;
- Hawkins County , TN;
- Knox County, TN;
- Loudon County, TN;
- Monroe County, TN;
- Roane County, TN;
- Sullivan County, TN;
- Washington County, TN;
- Wilson County, TN;
- Blount County Schools;
- Blount Memorial Hospital;
- Maryville College;
- University of Tennessee; and
- Young-Williams Animal Center.

2.7 PERFORMANCE EVALUATION

The focus group participants were also asked for their feedback regarding the County's performance evaluation system. The following were employees' responses:

- Many employees said that performance reviews were not completed for many County employees, in fact, some employees stated they had not received an evaluation in several years.



- Employees and supervisors stated that training is needed to ensure performance review results are more consistent across departments for the same level of employee performance.
- Many employees stated that many supervisors did not give low or high evaluation ratings because it takes time to justify them, and with no incentive (pay) tied to the evaluations, the time could be spent doing other work.
- Most employees expressed an interest in correlating pay increases, i.e., salary progression, to performance evaluation.

2.8 SUMMARY

Overall, employees expressed a strong passion for their work at the County. There was also keen interest in the study to provide a review of the current compensation and classification systems in order to maximize internal equity and external equity, as well as a consistent County-wide method for employee salary progression which should be tied to individual employee performance. These considerations provided Evergreen Solutions valuable insight to the County employees' perceptions and expectations for this study. This, and the results of study analyses were for the basis for the findings and recommendations provided in **Chapter 5** of this report.



Chapter 3 – Assessment of Current Conditions

The purpose of this chapter is to provide an overall assessment of the compensation plan in place within the County, as well as a brief analysis of current employee demographics. Data included here reflect the demographics and compensation structure in place at present and should be considered a snapshot in time. By reviewing this information Evergreen Solutions gained a full understanding of the structures and methods in place which helped identify issues for further review and potential revision.

3.1 PAY PLAN ANALYSIS

The County currently has a pay method in which employees' salaries are determined on a case-by-case basis by each department. A single, County-wide approach to pay structure, methodology, or practice does not exist. Employee salaries at the County may have been competitive with the market at one time, but recent budgetary constraints have impacted the ability of County departments to provide regular salary adjustments. To become, and ultimately remain competitive, it is important to establish a County-wide pay structure which provides salary ranges for each position, and opportunities for salary growth within these ranges. A competitive pay structure will benefit the County by offering comparable base salaries for positions and giving employees ample room for salary growth.

3.2 EMPLOYEE DEMOGRAPHICS

As of October 2014, the County employed 593 employees; all of whom were included in this chapter of the study. The following analyses are intended to provide basic information as to how the employees are distributed among departments.

The County's employees are assigned among 16 departments. **Exhibit 3A** depicts the number of classifications present in each department, along with the number and percentage of total employees by department. As the exhibit illustrates, the largest department in the County is Sheriff with 305 employees, representing 51.4 percent of the County's total workforce. There are two departments with only two employees, which comprise 0.3 percent of the total workforce each.



**EXHIBIT 3A
COUNTY EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
Agricultural	2	2	0.3%
Circuit Court Clerk	51	33	8.6%
Clerk & Master	7	4	1.2%
County Clerk	24	14	4.0%
Elections	3	2	0.5%
General Sessions Court	8	5	1.3%
Health Department	27	16	4.6%
Juvenile	6	3	1.0%
Library	58	23	9.8%
Mayor	66	49	11.1%
Property Assessor	16	13	2.7%
Public Defender	2	1	0.3%
Register of Deeds	8	7	1.3%
Sheriff	305	104	51.4%
Trustee	7	7	1.2%
Veterans Office	3	3	0.5%
Total	593	286	100.0%

Evaluating average employee tenure is another valuable tool by which the workforce can be demographically analyzed. Several things can be learned by assessing the tenure of employees in an organization, including understanding the relative County experience of the workforce. This information can help in making important decisions about determining employees' positions within a pay structure and planning for succession within positions.

Exhibit 3B shows average employee tenure by department. The data show that average tenure across all departments at the County is approximately 11.1 years. This is above the national median, which is 7.9 years for employees in the public sector according to the most recently published statistics from the Department of Labor.¹

¹ United States Department of Labor, Bureau of Labor Statistics. (January 2014). Employee Tenure Summary [Economic News Release]. Retrieved from <http://www.bls.gov/news.release/tenure.nr0.htm>



**EXHIBIT 3B
COUNTY EMPLOYEE TENURE BY DEPARTMENT**

Department	Count	Avg Tenure
Agricultural	2	15.2
Circuit Court Clerk	51	12.8
Clerk & Master	7	13.7
County Clerk	24	17.5
Elections	3	5.3
General Sessions Court	8	15.9
Health Department	27	6.6
Juvenile	6	11.3
Library	58	8.1
Mayor	66	10.1
Property Assessor	16	11.8
Public Defender	2	4.5
Register of Deeds	8	13.8
Sheriff	305	11.3
Trustee	7	16.2
Veterans Office	3	10.8
Overall Average	593	11.1

The department with the most significant average tenure is the County Clerk Department where average tenure is 17.5 years for the 24 employees. Thirteen of the 16 departments have tenure greater than the national median. The employees in these classifications undoubtedly possess institutional knowledge which, if lost without preparation, could leave the County with knowledge gaps that could affect the quality of services provided in the future. Lower than average tenure is also important to evaluate because it can identify positions with significant turnover or retention issues.

Overall, the County should be commended for creating and fostering an environment that encourages employees to remain with the County for an extended period of time. The institutional knowledge that these employees possess is certainly very important to the County.



Chapter 4 – Market Summary

This chapter provides the County with a market analysis in which salary structure, or range data were collected from target market peers. It is important to note that this analysis should not be utilized directly to draw conclusions regarding current employees' salaries. Individual employee pay can be determined through a combination of factors, including demand for the type of job, an individual's prior related experience, and, in some cases, the individual's negotiation skills during the hiring process.

Market analysis is best thought of as a snapshot of current market conditions, as the data is collected at the time of the study and provides the most up-to-date market information. It should be noted that market conditions can change, and in some cases change quickly. Therefore, although market surveys are useful for making recommendations for or to a salary structure, they must be done at regular intervals if the organization wishes to stay current with the marketplace.

Evergreen Solutions conducted a market salary survey for the County which included 26 market peers and 61 job classifications. Of the market peers contacted, data were collected from 17 and, aggregately, market relevant matches were made for 49 positions. Typically, a minimum of three data matches per benchmark is considered a large enough sample to develop reliable results. Across the 49 benchmarks with three or more market matches, the average number of responses per benchmark was 7.0.

Data was collected from the list of 17 market peers in **Exhibit 4A**. Also included in the exhibit are the peers from whom Evergreen Solutions were unable to collect data. Data collected outside of the County's direct region was adjusted for cost of living using national cost of living index factors. This calculation allowed for salary dollars from entities across the state to be compared in spending power relative to the County.



EXHIBIT 4A TARGET MARKET PEERS

Peer Data-Collected
City of Alcoa
City of Chattanooga
City of Gatlinburg
City of Johnson City
City of Knoxville
City of Maryville
City of Oak Ridge
City of Pigeon Forge
Knox County
State of Tennessee
Alcoa City Schools
Maryville City Schools
Knox County Schools
University of Tennessee
Blount Memorial Hospital
Oak Ridge National Laboratory
Private Entity
Peer Data-NOT Collected
City of Sevierville
Anderson County
Bradley County
Hawkins County
Sullivan County
Washington County
Wilson County
Blount County Schools
Young-Williams Animal Center

4.1 PUBLIC SECTOR MARKET DATA

To analyze the County's salary structure to those of its public sector market peers, a salary survey was designed for a number of benchmark classifications that existed in the County at the time of the study. These were selected by Evergreen Solutions and were representative of various levels of positions across the County's departments. Several traits, such as geographic proximity, organization size, type of work performed by the organization, and the relative population size being served by the County were considered when identifying its market peers. All data collected were adjusted for cost of living using a national cost of living index factor, which allowed salary dollars from entities outside of the immediate area to be compared in spending power relative to the County.

The salary survey served as an instrument to collect data for the external equity analysis, which typically compares an organization's current salary structure with its peers. This would allow for a comprehensive look at the compensation structure relative to its peers, and

would be utilized to evaluate the overall market competitiveness of the County's pay structure at the time of the study. However, the County did not possess one unified salary structure across the organization. As a comparison of the County's structure to its peers could not be conducted, the data was collected and analyzed, though not compared.

It was the desire of the County to put in place and administer a salary structure that would place them ahead of its market peers. Based on this guidance, Evergreen Solutions analyzed salary range data for the benchmark classifications at the 60th percentile of peer data collected. **Exhibit 4B** provides a summary of the results of the salary survey (external equity analysis) for the benchmarked classifications. It is composed of the following information:

- Each classification that was benchmarked.
- The market salary range information for each classification. This includes the 60th percentile of peers' responses for the salary range minimum, midpoint, and maximum for each benchmarked classification.
- The survey average range provides the average range width for each classification surveyed, which is determined by the average minimum and average maximum salaries of the respondents. The average range spread for all of the classifications is provided in the final row of the exhibit.
- The number of responses collected for each classification is provided in the final column and the average number of responses for all of the classifications is provided in the final row.



EXHIBIT 4B
PUBLIC SECTOR MARKET DATA

Classification	Survey Minimum	Survey Midpoint	Survey Maximum	Survey Avg	# Resp
	60th Percentile	60th Percentile	60th Percentile	Range	
Accounting Manager	\$ 51,127.03	\$ 61,982.92	\$ 79,475.47	60.0%	8
Accounts Payable Clerk	\$ 29,473.50	\$ 40,508.58	\$ 50,023.15	56.0%	16
Administrative Assistant	\$ 30,856.39	\$ 38,880.25	\$ 46,660.02	52.4%	17
Animal Control	\$ 28,458.58	\$ 38,587.94	\$ 48,474.66	63.6%	5
Assistant Manager AP	\$ 38,700.16	\$ 48,503.40	\$ 58,271.34	70.5%	5
Benefits Coordinator	\$ 36,867.46	\$ 49,212.06	\$ 59,037.46	54.0%	11
Building Codes Inspector	\$ 40,314.97	\$ 52,798.58	\$ 64,480.87	57.3%	8
Captain Drug Task Force	\$ 57,650.41	\$ 70,297.37	\$ 84,572.45	47.2%	7
Chief Deputy Circuit Court Clerk	\$ 52,839.36	\$ 67,919.03	\$ 83,608.03	56.6%	4
Circuit Court Deputy Clerk II	\$ 32,764.44	\$ 41,154.05	\$ 49,543.67	53.5%	5
Circulation Aide PT	\$ 24,703.95	\$ 30,638.59	\$ 35,548.31	44.5%	6
Contract Administrator	\$ 45,991.29	\$ 58,052.76	\$ 70,114.24	54.7%	5
Corrections Adult	\$ 29,238.84	\$ 36,805.14	\$ 44,371.45	56.2%	4
Corrections Juvenile	\$ 29,238.84	\$ 36,805.14	\$ 44,371.45	56.2%	4
Counter Clerk	\$ 26,347.43	\$ 33,829.32	\$ 40,496.42	50.9%	8
Courtroom Assistant I PT	\$ 25,239.88	\$ 31,463.02	\$ 37,686.17	49.7%	4
Crime Scene Tech	\$ 30,979.20	\$ 42,090.54	\$ 47,731.06	56.4%	6
Custodian	\$ 21,329.85	\$ 26,067.02	\$ 30,722.04	47.0%	14
Deputy (Elections)	\$ 29,114.58	\$ 38,495.53	\$ 43,623.85	50.4%	4
Detective	\$ 38,522.38	\$ 50,086.48	\$ 60,226.79	55.9%	6
Developmental Services Director	\$ 70,685.57	\$ 85,355.62	\$ 106,006.58	65.2%	7
EMA Director	\$ 58,096.78	\$ 72,310.13	\$ 86,523.48	33.3%	3
Environmental Health Director	\$ 50,180.22	\$ 64,980.51	\$ 79,780.80	55.8%	4
Finance Director	\$ 91,678.64	\$ 100,431.78	\$ 139,178.89	63.0%	14
General Services Director	\$ 70,677.05	\$ 89,709.67	\$ 108,742.30	53.4%	3
General Sessions Deputy Clerk I	\$ 31,941.48	\$ 39,900.25	\$ 47,859.03	52.9%	4
GIS Supervisor	\$ 47,804.11	\$ 57,304.18	\$ 67,434.06	38.7%	5
HR Director	\$ 68,476.20	\$ 81,680.01	\$ 104,126.62	50.5%	11
Hwy Safety	\$ 46,559.88	\$ 59,039.48	\$ 71,519.07	53.7%	4
IT Manager	\$ 56,934.32	\$ 71,843.74	\$ 89,171.53	55.1%	13
Library Director	\$ 73,005.10	\$ 92,380.08	\$ 111,755.06	52.1%	5
LPN PT	\$ 29,242.38	\$ 36,894.35	\$ 45,404.60	48.5%	5
Maintenance Supervisor	\$ 39,553.72	\$ 49,392.12	\$ 58,220.54	48.0%	9
Mapping Clerk	\$ 34,140.12	\$ 43,816.90	\$ 53,493.68	55.0%	7
Network Administrator	\$ 48,895.63	\$ 61,114.98	\$ 76,539.74	53.8%	10
Patrolman	\$ 33,717.11	\$ 42,493.36	\$ 50,992.24	50.5%	11
Payroll Manager	\$ 42,588.90	\$ 68,322.05	\$ 83,830.93	55.9%	6
Planner	\$ 46,342.81	\$ 57,922.03	\$ 69,501.25	57.5%	7
Probation Officer	\$ 35,929.79	\$ 45,957.71	\$ 55,985.64	58.2%	3
Program Director	\$ 50,487.42	\$ 67,305.78	\$ 80,935.28	57.9%	4
Public Information Officer	\$ 52,504.77	\$ 64,660.79	\$ 72,536.74	27.8%	6
Purchasing Agent	\$ 42,885.84	\$ 51,676.26	\$ 62,007.46	47.0%	6
Records Clerk	\$ 26,325.89	\$ 33,635.59	\$ 40,945.28	48.8%	8
Reference Librarian	\$ 41,345.06	\$ 51,024.16	\$ 61,596.00	49.1%	7
Risk Manager	\$ 55,394.07	\$ 69,242.59	\$ 83,091.11	60.8%	6
School Resource Officer	\$ 34,979.36	\$ 42,669.66	\$ 49,225.52	34.1%	9
Senior Office Administrator (Chief Deputy)	\$ 49,598.18	\$ 61,696.33	\$ 73,794.47	52.6%	4
SGT Patrolman	\$ 40,794.82	\$ 52,932.00	\$ 64,249.76	54.7%	11
Transport Officer	\$ 27,764.66	\$ 34,513.47	\$ 41,317.34	50.9%	3
Overall Average				52.6%	7.0

4.2 PRIVATE SECTOR MARKET DATA

Several positions at the County could be found in the private sector. To supplement the public sector data for these positions, private sector salary information for January 2015 from Economic Research Institute (ERI) was analyzed. **Exhibit 4C** summarizes the ERI private sector salary data for businesses across government support industries with operating budgets of approximately 84 million dollars. The local region is centered on the County of Knoxville, TN, which was the nearest organization with data available from ERI. While salary data from the private sector are useful in determining characteristics of the market as a whole, there are inherent differences between private and public sector classifications that make it difficult to draw conclusions about public sector salary ranges entirely from private sector data. Only those classifications with skills that are more easily transferable to the private sector are included in the following exhibit.



EXHIBIT 4C
PRIVATE SECTOR MARKET DATA

Classification	Min	Mid	Max
Accounting Manager	\$ 73,178.00	\$ 95,068.00	\$ 113,796.00
Accounts Payable Clerk	\$ 29,816.00	\$ 36,465.00	\$ 42,212.00
Administrative Assistant	\$ 34,546.00	\$ 40,525.00	\$ 48,827.00
Benefits Coordinator	\$ 47,483.00	\$ 60,986.00	\$ 73,544.00
Building Codes Inspector	\$ 43,661.00	\$ 54,574.00	\$ 63,972.00
Cafe Aide PT	\$ 18,970.00	\$ 20,957.00	\$ 22,653.00
Circulation Aide PT	\$ 25,244.00	\$ 30,790.00	\$ 35,555.00
Contract Administrator	\$ 49,494.00	\$ 65,354.00	\$ 78,873.00
Counter Clerk	\$ 19,213.00	\$ 20,086.00	\$ 21,133.00
Custodian	\$ 21,098.00	\$ 24,866.00	\$ 28,131.00
Dental Assistant	\$ 28,320.00	\$ 35,125.00	\$ 39,995.00
Dietician PT	\$ 39,535.00	\$ 52,093.00	\$ 61,350.00
Environmental Health Director	\$ 94,960.00	\$ 134,219.00	\$ 183,628.00
Finance Director	\$ 89,575.00	\$ 120,899.00	\$ 161,107.00
HR Director	\$ 87,821.00	\$ 123,671.00	\$ 169,949.00
IT Manager	\$ 80,706.00	\$ 103,356.00	\$ 126,721.00
Library Director	\$ 61,764.00	\$ 81,562.00	\$ 99,867.00
LPN PT	\$ 33,600.00	\$ 41,437.00	\$ 46,886.00
Maintenance Supervisor	\$ 49,047.00	\$ 63,007.00	\$ 76,017.00
Mapping Clerk	\$ 37,695.00	\$ 47,673.00	\$ 56,395.00
Network Administrator	\$ 55,604.00	\$ 81,265.00	\$ 99,811.00
Nurse Assistant	\$ 22,422.00	\$ 26,667.00	\$ 30,824.00
Nutrition Educator	\$ 25,104.00	\$ 30,228.00	\$ 34,661.00
Payroll Manager	\$ 61,183.00	\$ 78,540.00	\$ 93,148.00
Planner	\$ 47,973.00	\$ 71,200.00	\$ 85,124.00
Program Director	\$ 58,936.00	\$ 75,676.00	\$ 92,033.00
Public Information Officer	\$ 38,322.00	\$ 55,024.00	\$ 66,945.00
Purchasing Agent	\$ 46,036.00	\$ 58,871.00	\$ 71,037.00
Risk Manager	\$ 72,026.00	\$ 92,342.00	\$ 111,882.00

4.3 MARKET SURVEY CONCLUSION

Information gained from these market analyses was used in conjunction with the internal equity analysis, i.e., the results of the classification analysis and the County's desired position in the market was used to develop a recommended compensation structure that would place it in a strong position to remain competitive in today's market. Discussion of this structure, as well as recommendations for the implementation of the structure can be found in **Chapter 5** of this report.

Chapter 5 – Recommendations

The analysis of the County’s classification and compensation systems revealed several areas of opportunities for improvement. The compensation plan had undefined pay ranges, and some areas of market inequity and inconsistent employee salary progression through the pay ranges due to recent market conditions. The recommendations herein seek to build on areas of strength within the existing classification systems while addressing the areas of opportunity within the compensation plans. The recommendations, as well as the findings that led to each recommendation, are discussed in detail 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 in order 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, outdated job descriptions, and inconsistent titles across departments. Recommendations are then made to remedy the identified concerns based on human resources best practices.

In the analysis of the County’s classification system, Evergreen Solutions 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. The MIT process allowed supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen Solutions reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

FINDING:

The County had many classification titles that accurately described the work being performed by employees. There were some instances, however, of titles that needed to be adjusted to better reflect the work performed by employees.



RECOMMENDATION 1: Revise the titles of some County classifications and establish multiple new titles based on the work being performed by employees.

Exhibit 5A summarizes Evergreen Solutions’ recommended changes to the classification system. The foundation for these recommendations was the work performed by employees in these classifications as described in their JATs, as well as best practices in the human resources field.



EXHIBIT 5A
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Proposed Class Title
Accounting AR Clerk Tax Relief	Tax & Rebate Specialist
Accounting Bookkeeper I	Deputy Clerk I
Accounting Bookkeeper III	Deputy Clerk III
Accounting Clerk	Accounts Payable Clerk, Senior
Accounting Customer Service Manager	Tax & Customer Service Specialist
Accounting Escrow Collections Clerk	Escrow & Collections Specialist
Accounting Intern	Intern
Accounting Office Administrator	Office Administrator
Accounting Tax Freeze	Tax Freeze Specialist
Animal Control	Animal Control Officer
Assistant Assessor	Chief Deputy Assessor
Assistant Chief	Chief Deputy Sheriff
Assistant Chief Deputy Operations	Deputy Chief
Assistant Circulation Supervisor	Patron Services Specialist
Assistant IT Manager	Assistant IT Director
Assistant Manager AP	Assistant Office Manager
Assistant Veterans Service Officer	Veterans Services Officer
Assistant to Business Operations Manager	Business Associate
Assistant to Childrens Librarian	Youth Services Manager
Benefits Coordinator	Human Resources Specialist
Bookkeeper	Accounting Technician
Breast Feeding Outreach Layworker PT	Breastfeeding Support Specialist
Building Codes Inspector	Codes Inspector
Business Operations Manager	Business Manager
Business Tax Clerk	Counter Clerk
Cafe Aide PT	Cafe Assistant
Captain Adult & Juvenile	Captain
Captain Court Service Accrediation	Deputy Chief
Captain Criminal Investigation Division	Captain
Captain Drug Task Force	Deputy Chief
Captain Patrol Training	Captain
Car Wash	Mechanic
Cattery Manager	Cattery Operations Manager
Chief Deputy Clerk	Chief Deputy Clerk & Master
Circuit Court Deputy Clerk I	Deputy Clerk I
Circuit Court Deputy Clerk III	Deputy Clerk III
Circuit Court Office Administrator	Office Administrator
Circulation Aide PT	Patron Account Associate
Circulation Assistant	Patron Services Specialist
Circulation Supervisor	Patron Services Manager
Classification	Inmate Detail Specialist



**EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Proposed Class Title
Clerical Drug Task Force	Administrative Assistant
Clerk	Data Clerk
CLR Quartermaster	Administrative Assistant
Collec Orders Protect Off Admin	Office Administrator
Commission Secretary	Commission Assistant
Community Outreach Coordinator	Public Relations Manager
Contract Administrator	Purchasing Technician
Corrections Adult	Deputy Sheriff
Corrections Juvenile	Deputy Sheriff
Corrections School Guard	School Guard
Cost Collections Deputy Clerk III	Deputy Clerk III
Counter Clerk PT	Counter Clerk
Counter Supervisor	Office Supervisor
Courtroom Assistant I PT	Courtroom Assistant
Courtroom Assistant III PT	Courtroom Assistant
Courtroom Assistants Supervisor	Courtroom Supervisor
CPL Corrections Adult	Corporal
CPL Corrections Juvenile	Corporal
CPL Court Security	Lieutenant
CPL Patrol K9	Corporal
CPL Patrolman	Corporal
CPL School Resource Officer	Corporal
Crime Scene Tech	Crime Scene Investigator
Customer Service	Assessor Assistant
Data Entry Clerk	Data Clerk
Dealer Clerk	Counter Clerk
Dealer Clerk Supervisor	Counter Clerk Supervisor
Deputy Assessor I	Deputy Assessor
Deputy Assessor II	Deputy Assessor, Senior
Deputy Clerk	Clerk & Master Deputy Clerk
Detective	Investigator
Detective Criminal Investigation Division	Investigator
Developmental Services Director	Development Services Director
Dietician PT	Dietician
Director of Collections Development	Collections Manager
Director Technology	IT Manager
District Coordinator	Soil Conservation Office Coordinator
Drug Task Force	Investigator



EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Proposed Class Title
Drug Task Force Clerk	Administrative Assistant
EMA Director	Emergency Management Director
EMA IT	PC Specialist
Environmental Health Director	Environmental Health Manager
Evidence Property	Property & Evidence Technician
Executive Administrative Assistant	Executive Assistant
Executive Secretary	Administrative Specialist
Financial Analyst II	Financial Analyst, Senior
General Sessions Deputy Clerk I	Deputy Clerk I
General Sessions Deputy Clerk II	Deputy Clerk II
General Sessions Deputy Clerk III	Deputy Clerk III
General Sessions Office Administrator	Office Administrator
General Sessions Office Manager	Office Administrator, Assistant
General Sessions Office Manager Civil Division	Office Administrator, Assistant
GIS Supervisor	GIS Coordinator
Head of Reference Services	Information Services Manager
Head of Technical Services	Cataloging Specialist
Human Resources Intern	Intern
Hwy Safety	Deputy Sheriff
Index Clerk	Administrative Assistant
Inventory, Records, and Accounting Clerk	Office Specialist
Investigator Corrections Adult	Investigator
Investigator Criminal Investigation Division	Investigator
Investigator DEA	Investigator
Investigator Drug Task Force	Investigator
Investigator HEAT	Investigator
Investigator Sex Offender Registry	Investigator
IT Manager	IT Director
Jail Clerk	Data Clerk
Jail Records	Jail Records Clerk
Juvenile Court Security	Process Server
Juvenile Courtroom Assistant PT	Courtroom Assistant
Juvenile Deputy Clerk II	Deputy Clerk II
Juvenile Deputy Clerk III	Deputy Clerk III
Juvenile Office Administrator	Office Administrator
Juvenile Office Manager	Office Administrator, Assistant
Kitchen	Deputy Sheriff
Litter Guard	Deputy Sheriff
LPN PT	LPN



EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Proposed Class Title
LT Corrections Adult	Lieutenant
LT Corrections Juvenile	Lieutenant
LT Drug Task Force	Lieutenant
LT Patrolman	Lieutenant
LT Traffic Division	Lieutenant
Maintenance	Maintenance Technician
Maintenance Supervisor	Fleet & Maintenance Supervisor
Medical Juvenile	Medical Staff
NCIC TAC Data Clerk	NCIC TAC
New Title	Animal Control Clerk
New Title	Chief Deputy
New Title	Judicial Assistant
New Title	Judicial Assistant Supervisor
New Title	Judicial Commissioner Supervisor
New Title	General Services Assistant
New Title	Purchasing Assistant
New Title	PREA Coordinator
New Title	Assessor Clerk
Nurse Assistant - PT	Nurse Assistant
Nutrition Educator PT	Nutrition Educator
Office Assistant I	Administrative Assistant
Office Manager (Chief Deputy Clerk)	Chief Deputy Court Clerk
Operations Team Receptionist	Administrative Assistant
Orders of Protection Deputy Clerk II PT	Deputy Clerk II
Orders of Protection Deputy Clerk III	Deputy Clerk III
Part Time Operator	PC Technician
Part Time Polygraph Tech	Polygraph Technician
Passport Agent	Counter Clerk
Passport Agent Supervisor	Counter Clerk Supervisor
Patrol K9	Deputy Sheriff
Patrol Training	Sergeant
Patrolman	Deputy Sheriff
Patrolman USM	Deputy Sheriff
PC Support	PC Specialist
Program Director	Drug Court Programs Director
Programmer Admin Support	Web Development Specialist
Programs Coordinator	Programs Administrator
Public Health Office Assistant	Public Health Office Clerk
Public Health Office Assistant Interpreter	Public Health Office Clerk/Interpreter
Public Health Office Assistant PT	Public Health Office Clerk
Purchase & Property Coordinator	Purchasing & Property Coordinator
Quartermaster - PT	Data Clerk
Receptionist	Administrative Assistant



EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Proposed Class Title
Records Manager	Records Manager & County Archivist
Reference Assistant PT	Reference Assistant
Retired Crime Scene Investigator	Investigator
Retired Garage	Fleet Services Assistant
Retired Justice Center Security	Court Security
Retired Seizures	Seizure Specialist
Retired Training Unit	Training Specialist
RN 2	RN
School Guard - PT	School Guard
School Resource Officer	Deputy Sheriff
Security	Sergeant
Senior Accountant Bankruptcy Manager	Accounting & Bankruptcy Specialist
Senior Bookkeeper	Administrative Assistant
Senior Contract Administrator	Purchasing Technician
Senior Deputy Assessor	Deputy Assessor, Lead
Senior Library Clerk Reference	Web Services Coordinator
Senior Office Administrator (Chief Deputy)	Office Administrator
SGT Accrediation	Lieutenant
SGT Community Service Coordinator	Deputy Chief
SGT Corrections Adult	Sergeant
SGT Corrections Juvenile	Sergeant
SGT Crime Analysis	Sergeant
SGT Drug Task Force	Sergeant
SGT Patrolman	Sergeant
SGT School Resource Officer	Sergeant
SGT Traffic Division	Sergeant
SGT Training	Deputy Sheriff - Training
Supervisor Medical Unit	Medical Supervisor
Systems Analyst	Systems Administrator
Technology Coordinator	Circuit Court IT Specialist
Technology Technician	Technology Specialist
Tendercare Outreach Worker	TENnderCare Health Outreach Worker
TIBRS Clerk	Data Clerk
Traffic Division	Deputy Sheriff
Traffic Unit	Deputy Sheriff
Training	Deputy Sheriff - Training
Training Unit	Training Specialist
Transport	Deputy Sheriff
Transport Officer	Deputy Sheriff
Veterans Service Officer	Veteran Services, Director



FINDING

When comparing the County’s current job descriptions to the work described by employees in the JATs, Evergreen Solutions noticed some tasks that were either missing from the job descriptions or were no longer being performed by the employee. It is common for the tasks outlined in job descriptions to be reassigned to different classifications over time. As such, it is necessary for an organization to update its job descriptions regularly to ensure each job description accurately reflects the work performed.

RECOMMENDATION 2: Revise all job descriptions to include updated classification information provided in the JAT and FLSA status determinations. Review job descriptions annually for accuracy.

Evergreen Solutions is in the process of updating the County’s current job descriptions based on data from the JATs. These revised job descriptions will reflect proper FLSA status and be provided under separate cover. If possible, it is recommended that the job descriptions and job titles be reviewed annually to properly maintain the classification system in the future. A yearly performance evaluation process may provide an opportunity to assess the accuracy of the duties and responsibilities listed in the job descriptions through a discussion between the employee and his or her supervisors. If it is determined that duties have changed, it may be necessary to update the description, title, and pay grade assignment, depending on the significance of the changes.

5.2 COMPENSATION SYSTEM

Compensation analysis involves assessing, and as necessary, improving both internal and external equity within the pay systems. Specifically, external equity deals with how well an organization values similar work in comparison to its market peers. As is the most common approach in studies like this, a representative sample of benchmark classifications was submitted to the market for comparison. The review of external equity was analyzed in **Chapter 4** of this report. Internal equity was evaluated as well to ensure proper alignment exists between different levels of classifications. An internal equity analysis determines if there is pay equity between like positions. Pay structures are a strong determinant of employee’s value in the organization. They help in analyzing the employee’s role and status in the organization, and should provide for fair treatment to all employees and opportunity for salary growth and career development.

FINDING

The County does not have a defined competitive pay structure where ranges are utilized for determining salaries for employees as they enter the organization or progress in their career. Employees did not have a clear basis for which to understand salary progression, or to understand if their salaries were competitive.



RECOMMENDATION 3: Establish a pay structure for the County that reflects market conditions and compensation best practices; slot all classifications into the pay structure based on external and internal equity; and transition employees' salaries into the structure.

Exhibit 5B shows the new proposed pay plan for general employees which has 20 open range pay grades, numbered 101 through 120. The range spreads of the pay grades increase from 55.0 percent for grades 101 through 112 to a maximum of 65.0 percent for grades 113 through 120.

**EXHIBIT 5B
PROPOSED PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 21,100.00	\$ 26,903.00	\$ 32,705.00	55.0%
102	\$ 22,894.00	\$ 29,190.00	\$ 35,486.00	55.0%
103	\$ 24,840.00	\$ 31,671.00	\$ 38,502.00	55.0%
104	\$ 26,951.00	\$ 34,363.00	\$ 41,774.00	55.0%
105	\$ 29,242.00	\$ 37,284.00	\$ 45,325.00	55.0%
106	\$ 31,728.00	\$ 40,453.00	\$ 49,178.00	55.0%
107	\$ 34,425.00	\$ 43,892.00	\$ 53,359.00	55.0%
108	\$ 37,351.00	\$ 47,623.00	\$ 57,894.00	55.0%
109	\$ 40,526.00	\$ 51,671.00	\$ 62,815.00	55.0%
110	\$ 43,971.00	\$ 56,063.00	\$ 68,155.00	55.0%
111	\$ 47,709.00	\$ 60,829.00	\$ 73,949.00	55.0%
112	\$ 51,764.00	\$ 65,999.00	\$ 80,234.00	55.0%
113	\$ 55,129.00	\$ 73,046.00	\$ 90,963.00	65.0%
114	\$ 58,712.00	\$ 77,794.00	\$ 96,875.00	65.0%
115	\$ 62,528.00	\$ 82,850.00	\$ 103,171.00	65.0%
116	\$ 66,592.00	\$ 88,235.00	\$ 109,877.00	65.0%
117	\$ 70,920.00	\$ 93,969.00	\$ 117,018.00	65.0%
118	\$ 75,530.00	\$ 100,078.00	\$ 124,625.00	65.0%
119	\$ 80,439.00	\$ 106,582.00	\$ 132,724.00	65.0%
120	\$ 85,668.00	\$ 113,510.00	\$ 141,352.00	65.0%

After developing the new pay plan, Evergreen Solutions slotted each County classification into an appropriate pay grade in the plan. Both internal and external equity were utilized when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and consideration for any recruitment and retention concerns. Some classifications' grade assignments varied from their associated market range due to the factors mentioned above. The internal assessment took into consideration the type of work being performed by each classification. Specifically, a composite score was assigned to each of the County's classifications that quantified each classification for five compensatory factors. The level for each factor was determined based on responses to the



JATs, and an understanding of the work performed. The resulting recommended pay grade for each of the County’s classifications are shown in **Exhibit 5C**. It should be noted that the recommended title changes are reflected in the exhibit.

**EXHIBIT 5C
PROPOSED PAY GRADES**

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Cafe Assistant	101	\$21,100.00	\$ 26,903.00	\$ 32,705.00
Courier				
Custodian				
Fleet Services Assistant				
Intern				
Nurse Assistant				
Breastfeeding Support Specialist	102	\$22,894.00	\$ 29,190.00	\$ 35,486.00
Courtroom Assistant				
Maintenance Technician				
Patron Account Associate				
Purchasing Assistant				
Records Clerk				
TENNderCare Health Outreach Worker	103	\$24,840.00	\$ 31,671.00	\$ 38,502.00
Assistant Jury Coordinator				
Counter Clerk				
Courtroom Supervisor				
Data Clerk				
Deputy Clerk I				
Jail Records Clerk				
Patron Services Specialist				
Public Health Office Clerk				
Public Health Office Clerk/Interpreter				
Records Management Clerk				
Reference Assistant	104	\$26,951.00	\$ 34,363.00	\$ 41,774.00
Administrative Assistant				
Animal Control Clerk				
Assessor Assistant				
Business Associate				
Dental Assistant				
Deputy				
Deputy Clerk II				
General Services Assistant				
Judicial Commissioner				
Personal Property Assistant				
Title Deeds Clerk				



**EXHIBIT 5C (CONTINUED)
PROPOSED PAY GRADES**

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Specialist				
Animal Control Officer				
Assessor Clerk				
Background Investigator				
Case Manager				
Cataloging Specialist				
Cattery Operations Manager				
Clerk & Master Deputy Clerk				
Court Security				
Deputy Assessor				
Deputy Clerk III				
Escrow & Collections Specialist				
Health Educator				
Judicial Assistant				
Kennel Operations Manager				
LPN				
Mapping Clerk	105	\$29,242.00	\$ 37,284.00	\$ 45,325.00
Mechanic				
Medical Staff				
NCIC TAC				
Nutrition Educator				
Office Specialist				
Polygraph Technician				
Programs Administrator				
Purchasing & Property Coordinator				
School Guard				
Seizure Specialist				
Tax & Customer Service Specialist				
Tax & Rebate Specialist				
Tax Freeze Specialist				
Veterinary Technician				
Web Services Coordinator				
Youth Services Specialist				



**EXHIBIT 5C (CONTINUED)
PROPOSED PAY GRADES**

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Cafe Manager				
Chief Deputy				
Commission Assistant				
Counter Clerk Supervisor				
Court Officer				
Deputy Assessor, Senior				
Deputy Sheriff				
Inmate Detail Specialist				
Judicial Assistant Supervisor	106	\$31,728.00	\$ 40,453.00	\$ 49,178.00
Judicial Commissioner Supervisor				
Office Supervisor				
PC Specialist				
PREA Coordinator				
Process Server				
Property & Evidence Technician				
Purchasing Technician				
Technology Specialist				
Training Specialist				
Accounting & Bankruptcy Specialist				
Accounting Technician				
Accounts Payable Clerk				
Assistant Office Manager				
Crime Scene Investigator				
Deputy Assessor, Lead				
Deputy Sheriff - Training				
Investigator	107	\$34,425.00	\$ 43,892.00	\$ 53,359.00
Payroll Clerk				
PC Technician				
Probation Officer				
Soil Conservation Office Coordinator				
Treatment Specialist				
Worker Compensation Coordinator				
Youth Services Officer				



**EXHIBIT 5C (CONTINUED)
PROPOSED PAY GRADES**

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounts Payable Clerk, Senior				
Business Manager				
Corporal				
Custodial Supervisor				
Dietician				
Executive Assistant				
Facilities Manager				
Financial Analyst				
Office Administrator, Assistant	108	\$37,351.00	\$ 47,623.00	\$ 57,894.00
Office Manager				
Patron Services Manager				
Personal Property Supervisor				
Public Relations Manager				
Reference Librarian				
Veterans Services Officer				
Web Development Specialist				
Accounting Analyst				
Chief Deputy Clerk & Master				
Circuit Court IT Specialist				
Codes Inspector				
Collections Manager				
Financial Analyst, Senior				
GIS Coordinator	109	\$40,526.00	\$ 51,671.00	\$ 62,815.00
Human Resources Specialist				
Information Services Manager				
Office Administrator				
Records Manager & County Archivist				
RN				
Youth Services Manager				
Chief Deputy Register of Deeds				
Deputy Chief of Operations				
Deputy Chief of Personnel				
Planner, Senior				
Public Information Officer	110	\$43,971.00	\$ 56,063.00	\$ 68,155.00
Purchasing Agent, Assistant				
Sergeant				
Systems Administrator				
Veteran Services, Director				
Building Commissioner				
Lieutenant				
Network Administrator	111	\$47,709.00	\$ 60,829.00	\$ 73,949.00
Payroll Manager				



**EXHIBIT 5C (CONTINUED)
PROPOSED PAY GRADES**

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounting Manager				
Assistant IT Director				
Captain				
Chief Deputy Assessor				
Chief Deputy Circuit Court Clerk				
Chief Deputy Court Clerk				
Drug Court Programs Director	112	\$51,764.00	\$ 65,999.00	\$ 80,234.00
Environmental Health Manager				
Fleet & Maintenance Supervisor				
IT Manager				
Juvenile Court Services Director				
Purchasing Agent				
Risk Manager				
Animal Center Director				
Conservation Director				
Deputy Chief	113	\$55,129.00	\$ 73,046.00	\$ 90,963.00
Emergency Management Director				
Planning Director				
Development Services Director				
Medical Supervisor	114	\$58,712.00	\$ 77,794.00	\$ 96,875.00
Probation Director				
Appellate Defender				
HR Director				
IT Director	115	\$62,528.00	\$ 82,850.00	\$103,171.00
Magistrate				
Veterinarian				
Chief Deputy Sheriff	116	\$66,592.00	\$ 88,235.00	\$109,877.00
Library Director				
General Services Director	117	\$70,920.00	\$ 93,969.00	\$117,018.00
Finance Director	118	\$75,530.00	\$100,078.00	\$124,625.00
Dentist	120	\$85,668.00	\$113,510.00	\$141,352.00

After assigning pay grades to classifications, the next step of implementing the compensation structure is to transition employees' salaries into the new pay grades. This is done by establishing methods of calculating salaries in the new pay grades and determining whether adjustments are necessary to employees' salaries. Evergreen Solutions utilized two methods, or options, in calculating employees' salaries, with the possibility of implementing one or the other option.



Option 1: Bring Employee’ Salaries to New Minimums

In this method, employees’ current salaries were compared to the minimum of their proposed pay grades. If an employee’s current salary was below his or her grade minimum, an adjustment was proposed to raise the individual’s salary to the minimum. If the employee’s current salary was already above his or her grade minimum, no adjustment was recommended.

Utilizing this approach, salary adjustments are recommended for 323 County employees, with an approximate annualized cost of **\$1,153,672**. This approximate cost is for salary adjustments only and does not include associated cost for employee benefits.

Option 2: Move Employee’ Salaries to Market and Sworn Sheriff’s Department Salaries to Classification Parity

In this option, employees’ salaries are first brought to the new minimums of the proposed salary ranges if needed. Employees with less than one year in his or her current classification would receive salary adjustments to the new minimums only. Then, employees with salaries below 80.0% of the midpoint would be brought to 80.0% of the midpoint; those with salaries between 80.0% and 86.0% brought to 86.0% of the midpoint; those with salaries between 86.0% and 91.0% to 91.0% of the midpoint; those with salaries between 91.0% and 95.0% percent to 95.0% of the midpoint; those with salaries between 95.0% and 97.0% to 97.0% of the midpoint; those with salaries between 97.0% and 98.5% to 98.5% of the midpoint; and those with salaries between 98.5% and 100.0%, to the midpoint. Employees with salaries at or above the midpoint, would not receive salary adjustments.

For sworn Sheriff’s Department employees, a Classification Parity approach based on 25 years between the minimum and midpoint was calculated. In this approach, the proposed pay range between the minimum and midpoint is divided into 25 sections, each section representing one year in classification at the County. An employee’s salary is then placed within the range based on his or her class years with the County. If the employee’s salary is already above his or her calculated parity salary, no adjustment is made.

Utilizing this approach, salary adjustments are recommended for 491 County employees, with an approximate annualized cost of **\$1,581,798**. This approximate cost is for salary adjustments only and does not include associated cost for employee benefits.

5.3 ADMINISTRATION OF THE RECOMMENDED SYSTEM

Any organization’s compensation and classification system will need periodic maintenance. The recommendations provided were developed based on conditions at the time the study was conducted. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation and classification 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 adjustments to pay grade assignments if necessary.

While it is unlikely that the pay plan as a whole will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, 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.

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 for the County. 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 a poor position for recruiting and retaining quality employees.

While the previous two recommendations are intended to maintain the competitiveness over time of particular classifications and the classification and compensation structure as a whole, it is also necessary to establish procedures for determining equitable pay practices for individual employees.

RECOMMENDATION 6: Review policies for moving employees' salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.

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

New Hire Salaries

A new employee's starting salary largely depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job. Typically, an employee holding only the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. An upper limit to the percentage above minimum that can be offered to a new employee with only the minimum requirements should be established, where approval is needed to offer a starting salary that is a higher percentage above minimum. Another threshold should be established as the maximum starting salary possible without approval for new employees with considerable experience and/or education above the requirements for the position. It is common for the midpoint to be used as the maximum starting salary. All starting salaries should take into



consideration internal equity, meaning that new hires should be offered comparable salaries to existing employees in the classification with similar levels of education and experience.

Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moving the salary into the new pay grade, and ensuring internal equity in the new classification. It is common for organizations to establish a minimum percentage salary increase that depends on the increase in pay grade as a result of the promotion. For example, if an employee moves into the next pay grade he or she may receive a minimum of a 3 to 5 percent increase and if the individual moves up two pay grades he or she may experience an increase closer to 6 to 10 percent. Regardless of the minimum percent increase, the employee's new salary should be within the new pay grade's range, and internal equity of salaries within the classification should be preserved.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as his or her current classification or when an employee's classification stays the same, but his or her department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if his or her current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

5.4 SUMMARY

The recommendations in this chapter establish a competitive pay plan, externally and internally equitable classification titles and pay grade assignments, and system administration practices that will provide the County with a responsive compensation and classification system for years to come. While the upkeep of this recommended system will require work, the County will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is well worth this commitment.

