

Compensation Review

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Salary Structures

1. General
2. Executive
3. Sworn Fire
4. Sworn Police



Pay Grades

- Range Minimum (75%)
- Green Zone Minimum (90%)
- Control Point (100%)
- Green Zone Maximum (110%)
- Range Maximum (125%)



Annual Pay Increases

- Merit
- COLA
- Step



Pros & Cons

Merit Increases - Pros

- Tied to individual & organizational performance
- Rewards better performers with better increases

Merit Increases - Cons

- Some salaries can lag the market
- Difficult to distinguish performance
- Perception of discriminatory/unfair decisions



Pros & Cons

COLAs & Step Increases - Pros

- Avoids discriminatory pay increases
- Simple to explain
- Can be structured to avoid compression among newer employees



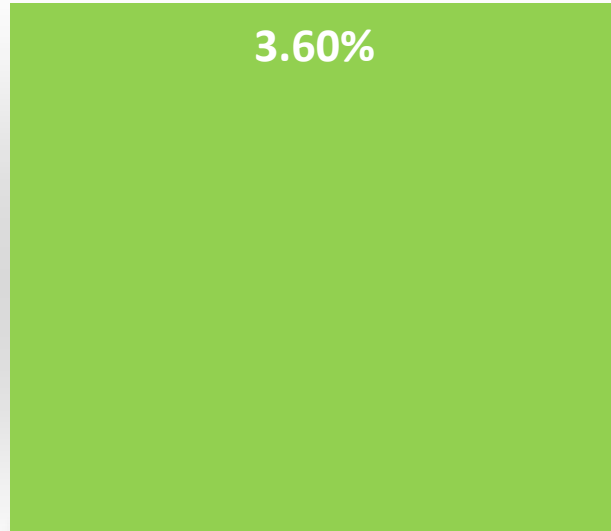
Pros & Cons

COLAs & Step Increases - Cons

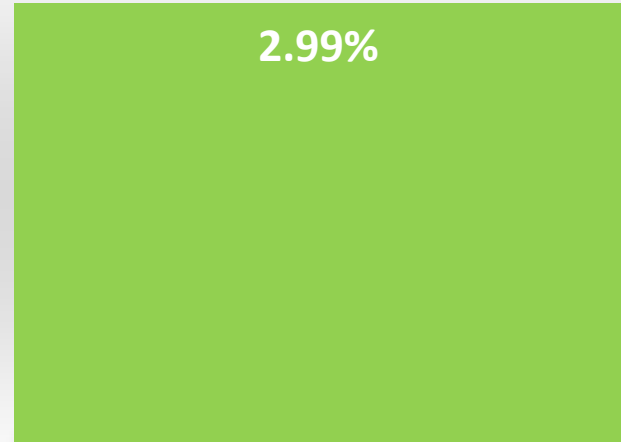
- Exceptional & Average performers get the same
- Could encourage marginal performers to stay
- Could encourage high performers to leave
- Increased costs to implement (step)



2019 Supervisor Merit Increases



Supervisors



Non-supervisors

Skilled Laborer Step Plan

Grade	Salary Structure	Range Minimum	Green Zone Min	Control Point	Green Zone Max	Range Maximum
G14	General	42,034	50,441	56,046	61,650	70,057
G13	General	39,284	47,141	52,379	57,617	65,474
G12	General	36,714	44,057	48,952	53,848	61,191
G11	General	34,312	41,175	45,750	50,325	57,187
G10	General	32,068	38,481	42,757	47,033	53,446
G09	General	31,200	35,964	39,960	43,956	49,950
G08	General	31,200	33,611	37,346	41,080	46,682
G07	General	31,200	31,412	34,902	38,393	41,883
G06	General	31,200	31,200	32,927	36,219	39,512
		"Fundamental"	"Intermediate"	"Proficient"	"Advanced"	"Expert"

Possible Options

- Continue Current Merit Plan
 - Data does not show racial or gender bias in implementation
 - Data does indicate a variance in supervisor/non-supervisor allocation
 - Would provide discretion for supervisors to vary pay adjustments by documented performance
- Continue 2020 COLA Plan
 - Would eliminate any disparity in pay adjustments across pay grades
 - Would not provide strategies for compensation for high performers

Possible Options

- Implement Skilled Labor Step Plan for Selected Grades/Retain Merit Program for Other Grades
 - Develop a documented career and pay path work employees in Pay Plan grades
 - Would address supervisor/non-supervisor disparity
 - Would allow for pay adjustment discretion for high performers in other grades
- Implement Skilled Labor Step Plan for Selected Grades/Merit COLA Hybrid for Other Grades
 - Develop a documented career and pay path work employees in Pay Plan grades
 - Provides some guaranteed minimum pay adjustment for all grades
 - Additional funds allocated to high performers