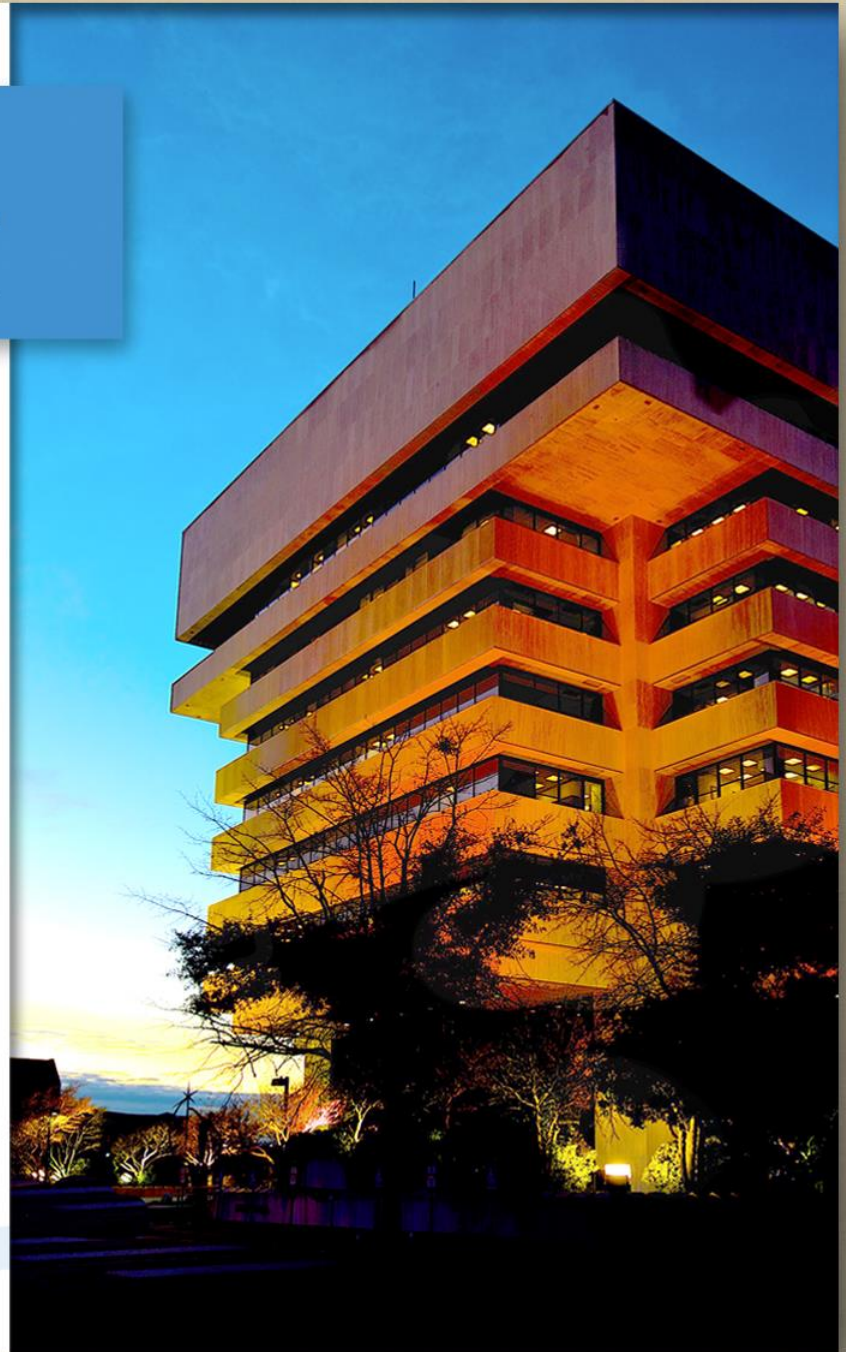


HAMPTON VA

Compensation and Classification Study Findings and Recommendations

January 27, 2016

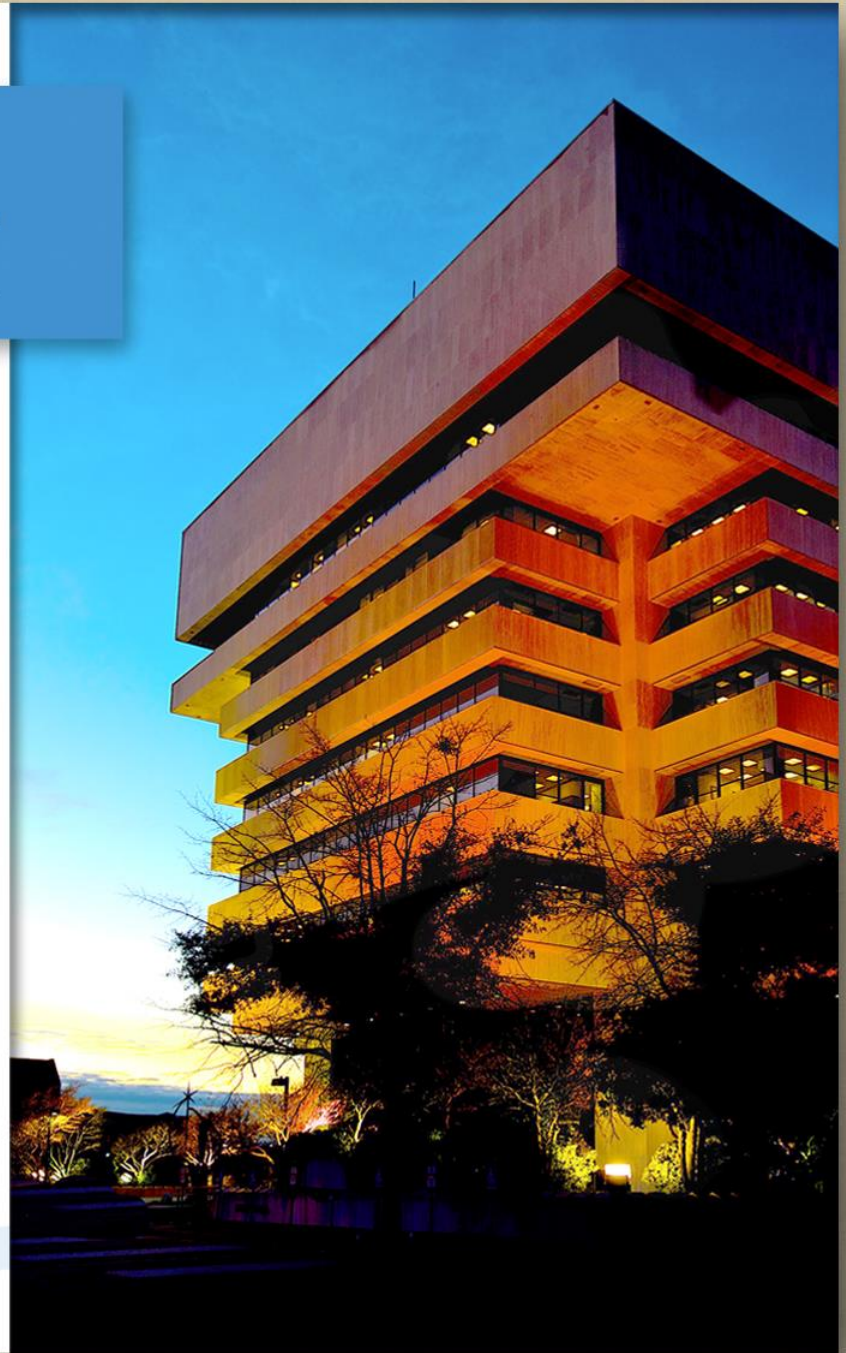


Agenda

- Compensation Mechanics
- Classification Study Review
- Consultant Work
 - JAQ Review
 - Benchmark Examples
- Next Steps
- Questions

HAMPTON VA

Compensation Mechanics



Salary Ranges

- Minimum/Entry Point Salary: based on minimum requirements in knowledge, skills and abilities as defined by the job description
 - Minimum requirements \neq zero experience
 - Current salary and internal equity are considerations
 - Due to staffing shortages, experienced applicants are desired which warrant a higher initial salary

Entry Point Salary Differences

Example: Buyer \$34,256 - \$45,696 - \$59,706
BA in Business, Public Administration; 3 years
governmental purchasing experience; Certified
Professional Public Buyer (CPPB) preferred.

Employee A:

3 years, BA Public
Administration

Target Salary:

\$34,256-\$35,969

(depending on current
salary)

Employee B:

5 years, MPA, CPPB

Target Salary:

\$39,976

(depending on current
salary)

Salary Ranges (continued)

- Midpoint Salary: based on regularly scheduled progression in the range and a determined period of time in the position
 - 5-10 years
 - Fully functioning and proficient in duties

Salary Ranges (continued)

- Maximum/End of Range Salary: based on regularly scheduled progression in the range and a determined period of time in the position
 - 25-30 years
 - Can reach maximum sooner based on intermittent salary increases (i.e. promotions, external hire later in career, etc.)

Salary Range Progression

- Employees move through ranges in the following ways:
 - Salary increases (general wage increase or merit)
 - In-range adjustments (obtaining certifications and/or taking on more responsibilities that are within the same range)
 - Example: Senior and Master Police Officer – not a different range, but a 3%/5% adjustment for additional skills and experience

Compression

- Compression occurs when people in the same pay grade with varying levels of experience earn the same amount of money
- Compression is not always related to the time in a job with an organization
 - Police/Fire example: everyone starts as a recruit with the same pay– time on the job in an organization is a good barometer of compression
 - CPA example: time on job in organization MAY not be a good barometer, especially in thinly staffed organizations trying to recruit the strongest and most experienced applicants
 - 5 years of experience here = 5 years experience in another VA locality = same pay

Compression?

Police Recruit A was hired in 2010 with a salary of \$38,325, which is the minimum of the range. At the conclusion of the Academy, the Recruit's salary was increased to \$40,478. Due to the economy, there have been no general wage increases in the past 5 years. Recruit B was hired in at \$38,325 and just graduated from the Academy and now earns \$40,478, which is the same as Recruit A.

Compression?

- Yes. Police Recruit A has more years of experience and should make more than Police Recruit B who has just graduated from the Academy. The economic conditions contributed to compression.

Compression?

- City Planner A was hired in 2011 at the minimum of the range at \$39,962 with 2 years of relevant experience. City Planner B was hired in 2015 with a salary of \$45,956, with 10 years of relevant experience.

Compression?

No. City Planner B has 10 years of relevant experience, although City Planner A has been employed with the City of Hampton longer. Relevant experiences from other organizations is justification for a new employee to make more than a tenured employee.

Compression?

Two Public Safety Recruits finish the Academy at the same time earning \$30,000. Recruit A earns “outstanding” ratings consecutively for 5 years (5% increase each year) and now earns \$38,288. Recruit B earns “satisfactory” ratings consecutively for 5 years (1% increase each year) and now earns \$31,530.

Compression?

- No. Police Recruit A has performed at a higher level than Police Recruit B and based on the merit system has a higher annual salary.

Implementation Phases

**Across
The Board
Increases**



**July
2015**

**Study
Findings
Presented**



**Fall
2015**

**Adjustment
to New
Minimums**



**January
2016**

**Compression
Adjustments
Implemented**



**July
2016**

Implementation Phases

Across
The Board
Increases

Study
Findings
Presented

Adjustment
to New
Minimums

Compression
Adjustments
Implemented

Complete

July
2015

~~Fall
2015~~

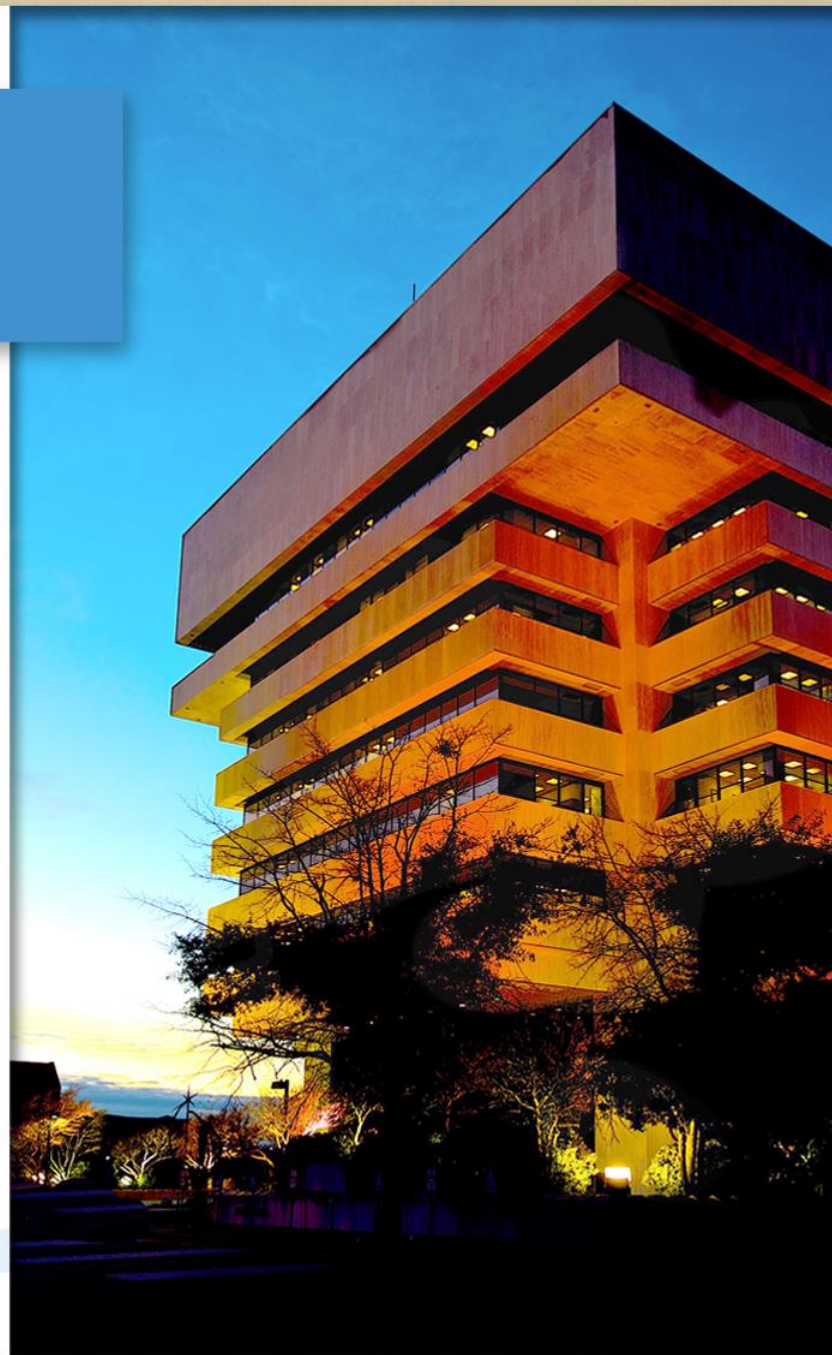
January
2016

March
2016
(retroactive to
1/23/16 &
1/30/16)

July
2016

HAMPTON VA

Classification Study



Hampton Employees by the Numbers

- 2,600 employees
 - Full-time, part-time, WAE
- 7 salary schedules
 - Managerial (PFT/PPT), Administrative (PFT/PPT), Public Safety, Attorney, WAE
- 580 job descriptions
- 20 years since the last study

Study Purpose

- The study is designed to:
 - Update class specifications
 - Identify needed market adjustments and ensure external competitiveness
 - Ensure internal equity
 - Provide a process for future evaluation of positions

Study Purpose

- The study is not designed to:
 - Identify staffing levels
 - Reorganize departments or functions
 - Evaluate individual employee performance/capabilities
 - Guarantee salary increases

Study Timeline

- August 2014: Employee information sessions held
- September 2014: JAQ process started
- October 2014: Administrative Issues meetings (part 1)
- November 2014: External market survey conducted
- January 2015: Meetings held with department heads to review organizational hierarchy based on JAQ information
- February 2015: Update provided to the City Manager, Assistant City Managers and Directors of Human Resources and Budget and Strategic Initiatives
- July 2015: ACMs and Departments met to discuss concerns and present to MAG

Study Timeline (continued)

- August 2015: Administrative Issues meetings (part 2)
- October 2015: City Manager, Assistant City Managers and Directors of Human Resources and Budget and Strategic Initiatives review results from MAG
- November 2015: Further analysis conducted by staff, recommendations submitted to MAG
- December 2015: MAG implements recommendations provided by staff and new results produced
- January 2016: Draft reports distributed to departments for review

General Findings

- Hampton's classification system is misaligned
 - Too many schedules
 - Too many single incumbent positions
 - Too many levels within one job family (example: levels I-IV) – often done to create pay progression in lieu of having a system that allowed for pay progression (i.e. “work around”)
- Makes sustained market analysis difficult, time consuming, expensive and potentially less valid


JAQ Process

- Conducted 9/14-10/14
- 680 employees attended an information session
- 1,481 employees started the process
- 1,320 employees completed the process
- 817 JAQs were reviewed by the employee's supervisor

External Market Survey

- 90 benchmark positions
- Employee survey market:
 - Chesapeake, Newport News, Norfolk, Portsmouth, Richmond, Suffolk, Virginia Beach, Williamsburg/James City County
- Executive survey market:
 - Added Austin, TX; Chesterfield County, VA; Ft. Lauderdale, FL; Henrico County, VA; Jacksonville, FL; Loudon County, VA; Orlando, FL

External Market Survey (continued)

- Benchmark salaries and job descriptions provided to locality survey participants
 - Localities reviewed descriptions and identified position matches (if applicable) and provided salary data
 - Locality data compared to Hampton
- 

Salary Determination

- JAQ information, existing job descriptions, external market data used to determine placement
- Benchmark positions placed first, other positions placed based on comparison of job data (JAQ and job descriptions)
- Adjustments made based on internal knowledge of the position

Salary Schedule Recommendations

- Consolidate pay schedules from 7 to 3:
 - Unified (PFT/PPT Managerial, PFT/PPT Administrative, Attorney)
 - PPT and WAE positions with PFT counterparts will have same hourly rate)
 - Public Safety (Police and Fire)
 - Seasonal/Sporadic (Unique PPT and WAE) - Change position titles and collapse job levels when appropriate to align with other localities

Benchmark Position: Public Safety Recruit*

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Norfolk	Police Recruit	\$37,975			
Richmond	Police Recruit	\$36,500	\$50,198	\$63,896	
Newport News	Police Officer Recruit	\$38,325	\$39,325	\$40,325	
Chesapeake	Police Officer-Trainee	\$38,619	\$49,393	\$60,167	
Virginia Beach	Police Officer Recruit	\$39,986	\$48,983	\$57,980	
	Average	\$38,281	\$46,975	\$55,592	
	Hampton Recommendation Police Recruit*	\$38,325			Grade
		\$38,618	\$43,297	\$47,975	201
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Police Cadet	\$25,485	\$34,405	\$43,324	106
	Police Officer	\$43,297	\$58,490	\$73,683	204
	Police Corporal	\$45,462	\$61,415	\$77,367	205
	Police Sergeant	\$55,259	\$74,650	\$94,040	209
	Police Lieutenant	\$63,969	\$86,416	\$108,863	212
	Police Captain	\$74,053	\$100,038	\$126,023	215

Benchmark Position: Firefighter Recruit

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Norfolk	Firefighter Recruit	\$36,617			
Williamsburg/James City	Fire Rescue Technician I	\$35,126	\$45,409	\$55,691	
Richmond	Fire Recruit	\$36,500	\$50,198	\$63,896	
Newport News	Firefighter Recruit	\$38,325	\$39,325	\$40,325	
Chesapeake	Firefighter-Trainee	\$38,619	\$49,393	\$60,167	
Virginia Beach	Firefighter Recruit	\$39,986	\$48,983	\$57,980	
	Average	\$37,529	\$46,662	\$55,612	
	Hampton	\$38,325			Grade
	Recommendation	\$38,618	\$43,297	\$47,975	201
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Firefighter EMT	\$43,297	\$58,490	\$73,683	204
	Medic Firefighter	\$45,462	\$61,415	\$77,367	205
	Fire Lieutenant	\$55,259	\$74,650	\$94,040	209
	Fire Captain	\$63,969	\$86,416	\$108,863	212
	Battalion Chief	\$74,053	\$100,038	\$126,023	215

Benchmark Position: Forensics Supervisor

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Virginia Beach	Forensics Specialist Supervisor	\$40,580	\$49,711	\$58,841	
Chesapeake	Evidence Technician III	\$41,205	\$54,597	\$67,988	
Suffolk	Evidence Technician Supervisor	\$41,657	\$55,537	\$69,417	
Williamsburg/James City County	Senior Police Investigator	\$43,667	\$56,451	\$69,235	
Richmond	Crime Analyst Supervisor	\$43,771	\$57,835	\$71,898	
Newport News	Crime Analyst Supervisor	\$47,708	\$65,942	\$84,475	
	Average	\$43,098	\$56,679	\$70,309	
	Hampton	\$42,848			Grade
	Recommendation	\$43,588	\$58,844	\$74,099	117
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Forensics Specialist Trainee	\$28,097	\$37,931	\$47,765	108
	Forensics Specialist	\$34,152	\$46,105	\$58,058	112
	Senior Forensics Specialist	\$37,653	\$50,831	\$64,009	114
	Master Forensics Specialist	\$41,512	\$56,041	\$70,570	116

Benchmark Position: Public Safety Senior Telecom. Spec.*

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Williamsburg/James City	Emergency Communications Officer I	\$32,668	\$42,231	\$51,794	
Suffolk	Communications Operator	\$33,503	\$43,765	\$54,027	
Chesapeake	Dispatcher II Public Safety	\$33,577	\$44,490	\$55,402	
Norfolk	Telecommunicator II	\$33,700	\$43,840	\$53,980	
Newport News	Dispatcher II, 911 Public Safety Emergency	\$35,012	\$48,704	\$62,395	
Virginia Beach	Telecommunicator III	\$36,763	\$45,035	\$53,306	
	Average	\$34,204	\$44,678	\$55,151	
	Hampton	\$33,419			Grade
	Recommendation	\$35,860	\$48,411	\$60,961	113
	Public Safety Dispatcher, Senior*				
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Public Safety Dispatcher	\$32,526	\$43,910	\$55,294	111
	Pub Safety Dispatch Shift Supervisor	\$39,535	\$53,373	\$67,210	115

Benchmark Position: Parks Technician

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Richmond	Maintenance Worker I	\$20,350	\$26,667	\$32,983	
Norfolk	Groundskeeper	\$21,222	\$27,576	\$33,930	
Suffolk	Park Attendent	\$21,664	\$28,301	\$34,937	
Virginia Beach	Groundskeeper I	\$22,435	\$27,483	\$32,531	
Williamsburg/James City County	Groundskeeper I	\$22,728	\$29,381	\$36,034	
Chesapeake	Park Ranger Technician	\$24,744	\$32,786	\$40,827	
	Average	\$22,191	\$28,699	\$35,207	
	Hampton	\$19,567			<u>Grade</u>
	Recommendation	\$22,015	\$29,720	\$37,425	103
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Parks Senior Technician	\$24,271	\$32,766	\$41,261	105
	Parks Master Technician	\$28,097	\$37,931	\$47,765	108
	Parks Technician Team Leader	\$32,526	\$43,910	\$55,294	111

Benchmark Position: Equipment Operator II-SW

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Norfolk	Equipment Operator II	\$24,685	\$32,093	\$39,500	
Richmond	Equipment Operator II	\$25,279	\$33,128	\$40,976	
Newport News	Motor Equipment Operator B	\$28,080	\$37,014	\$45,947	
Chesapeake	Motor Equipment Operator II	\$28,357	\$37,573	\$46,789	
Virginia Beach	Motor Equipment Operator II	\$31,701	\$38,834	\$45,966	
Suffolk	Heavy Equipment Operator II	\$33,503	\$43,765	\$54,027	
	Average	\$28,601	\$37,068	\$45,534	
	Hampton	\$26,568			Grade
	Recommendation	\$30,977	\$41,819	\$52,661	110
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Equipment Operator I-SW	\$28,097	\$37,931	\$47,765	108
	Equipment Operator III-SW	\$32,526	\$43,910	\$55,294	111

Benchmark Position: Equipment Operator I

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Norfolk	Equipment Operator I	\$21,222	\$27,576	\$33,930	
Richmond	Equipment Operator I	\$23,635	\$30,973	\$38,310	
Chesapeake	Motor Equipment Operator I	\$24,744	\$32,786	\$40,827	
Newport News	Equipment Operator A	\$26,437	\$35,079	\$43,722	
Virginia Beach	Motor Equipment Operator I	\$27,336	\$33,486	\$39,636	
Suffolk	Heavy Equipment Operator I	\$30,293	\$39,573	\$48,853	
	Average	\$25,611	\$33,246	\$40,880	
	Hampton	\$21,123			Grade
	Recommendation	\$25,485	\$34,405	\$43,324	106
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Equipment Operator II	\$26,759	\$36,125	\$45,490	107
	Equipment Operator III	\$28,097	\$37,931	\$47,765	108
	Equipment Operator IV	\$30,977	\$41,819	\$52,661	110
	Equipment Operator V	\$32,526	\$43,910	\$55,294	111

Benchmark Position: Intake Case Manager

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Suffolk	Self Sufficiency Worker I	\$38,364	\$50,115	\$61,866	
Richmond	Intensive Case Manager	\$38,843	\$51,321	\$63,798	
Newport News	Intake Officer	\$39,543	\$55,006	\$70,469	
	Average	\$38,917	\$52,147	\$65,378	
	Hampton	\$34,256			<u>Grade</u>
	Recommendation	\$39,535	\$53,373	\$67,210	115
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Intake Technician	\$32,526	\$43,910	\$55,294	111

Benchmark Position: Administrative Assistant

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Newport News	Administrative Assistant I	\$22,927	\$31,275	\$39,623	
Richmond	Administrative Support Rep	\$23,082	\$44,361	\$65,640	
Williamsburg/James City	Administrative Assistant	\$26,277	\$33,969	\$41,661	
Norfolk	Administrative Assistant I	\$31,180	\$40,515	\$49,850	
Virginia Beach	Administrative Assistant	\$31,701	\$38,834	\$45,966	
Chesapeake	Administrative Assistant	\$37,994	\$50,342	\$62,690	
	Average	\$28,860	\$39,883	\$50,905	
	Hampton	\$28,682			Grade
	Recommendation	\$29,502	\$39,828	\$50,153	109
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Office Assistant	\$22,015	\$29,720	\$37,425	103
	Office Specialist	\$24,271	\$32,766	\$41,261	105
	Office Specialist - Senior	\$26,759	\$36,125	\$45,490	107
	Administrative Assistant - Senior	\$32,526	\$43,910	\$55,294	111

Benchmark Position: Librarian IV-Branch Manager

<u>Respondent</u>	<u>Matching Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	
Richmond	Library/Comm Services Mgr	\$46,238	\$61,093	\$75,948	
Williamsburg/James City	Library Development Officer	\$46,955	\$60,701	\$74,446	
Chesapeake	Library Manager I	\$47,629	\$63,109	\$78,588	
Suffolk	Librarian IV	\$53,724	\$71,625	\$89,526	
Virginia Beach	Librarian IV	\$57,338	\$71,673	\$86,008	
	Average	\$50,377	\$65,640	\$80,903	
	Hampton	\$46,618			<u>Grade</u>
	Recommendation	\$50,458	\$68,119	\$85,779	120
<u>Additional Positions in the Series</u>	<u>Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Grade</u>
	Librarian II	\$43,588	\$58,844	\$74,099	117
	Librarian III-Supervisor	\$48,055	\$64,875	\$81,694	119

New Salary Schedule Implementation

- Salary adjustments for some employees

Employee A:	
Current Salary Range	\$36,999-\$61,475
Current Salary	\$36,999
Proposed Salary Range	\$38,479-\$61,566
Proposed Salary	\$38,479
Employee B:	
Current Salary Range	\$36,999-\$61,475
Current Salary	\$42,750
Proposed Salary Range	\$38,479-\$61,566
Proposed Salary	\$42,750

Employee A's salary is increased to the new salary range minimum.

Employee B's salary remains the same since it is within the proposed salary range.

Compression?

Police Recruit A:

- Hired in 2010
- \$40,478

New Salary: \$43,297

Police Recruit B:

- Hired in 2015
- \$40,478


New Salary: \$43,297

The implementation of the new salary ranges creates further compression...temporarily

Existing Salary Strategies

- Initial external in-range hiring flexibility
- Salary adjustment within the pay range
 - Greater responsibility
 - Competitive offer with valid documentation
- Opportunity to modify existing policies to maintain competitiveness, encourage internal professional growth and maintain equity
 - Internal promotions
 - Recognition of certifications and licensures
 - Compression

Compression

- Implementation date July 2016
 - Flat dollar amount based on years in current position with a cap
 - Final recommendation included in FY17 budget process
 - Separate from general wage increase
- 

Salary Schedule Key Dates

- 1/28-2/5/16: Employee Information sessions
- 2/27/16: Part-Time and Seasonal/Substitute
- 3/5/16: Full-Time
- 3/11/16: Distribution of employee status sheets
- 3/18/16: Pay checks reflecting new salary ranges and increases (as applicable)
- 4/1/16: Job descriptions uploaded

Salary Schedule Implementation Projected Financial Impact

Fund	Cost
General	\$1,000,000
Non-General	\$250,000
Total	\$1,250,000

HAMPTON VA

Questions?

