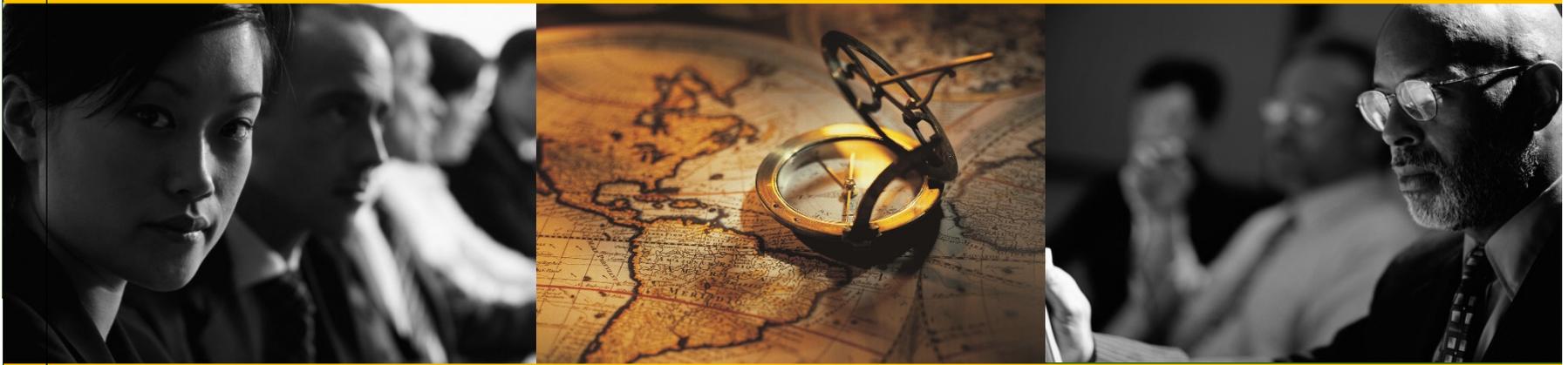


# Classification and Compensation Study for Lumpkin County, GA



## Presentation of Results

# *Agenda*

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- Study Process
- Summary of Employee Outreach
- Analysis of Current Conditions
- Compensation Philosophy Review
- Classification Review
- Compensation Review
- Implementation of New Structure
- Additional Recommendations



# *Study Process*

## **Completed:**

- ✓ Conducted employee outreach; summarized findings.
- ✓ Reviewed current conditions of compensation system.
- ✓ Developed the County's Compensation Philosophy.
- ✓ Analyzed **internal equity** and reviewed classifications utilizing Job Assessment Tool (JAT) results.
- ✓ Conducted salary survey to analyze **external equity** of the current compensation system.
- ✓ Utilized internal and external equity results to develop a new pay plan and assigned pay grades to each classification based on analysis.



# *Study Process (cont.)*

## **Completed (cont.):**

- ✓ Developed options and estimated annualized salary costs to implement the new pay plan.

## **Remaining:**

- Conclude review of all classifications for Fair Labor Standards Act (FLSA) status; based on current and proposed rules.
- Provide draft and final study reports.
- Revise/provide job descriptions utilizing existing descriptions and input from employee JATs.



# *Outreach Summary*

## *Conducted focus groups to collect employee feedback:*

- Employees enjoyed working for the County and appreciated the positive relationships with their coworkers.
- Some employees believed that their job titles did not reflect the current work performed and additional duties were performed with little recognition and/or no additional compensation.
- Many employees expressed concern that compensation had not progressed to levels consistent with the County's peers and that salaries for new employees sometimes exceeded what current employees were paid for similar work.
- Although most thought the health benefits were good, some employees expressed concern about increasing costs and high deductibles.



# *Current Conditions*

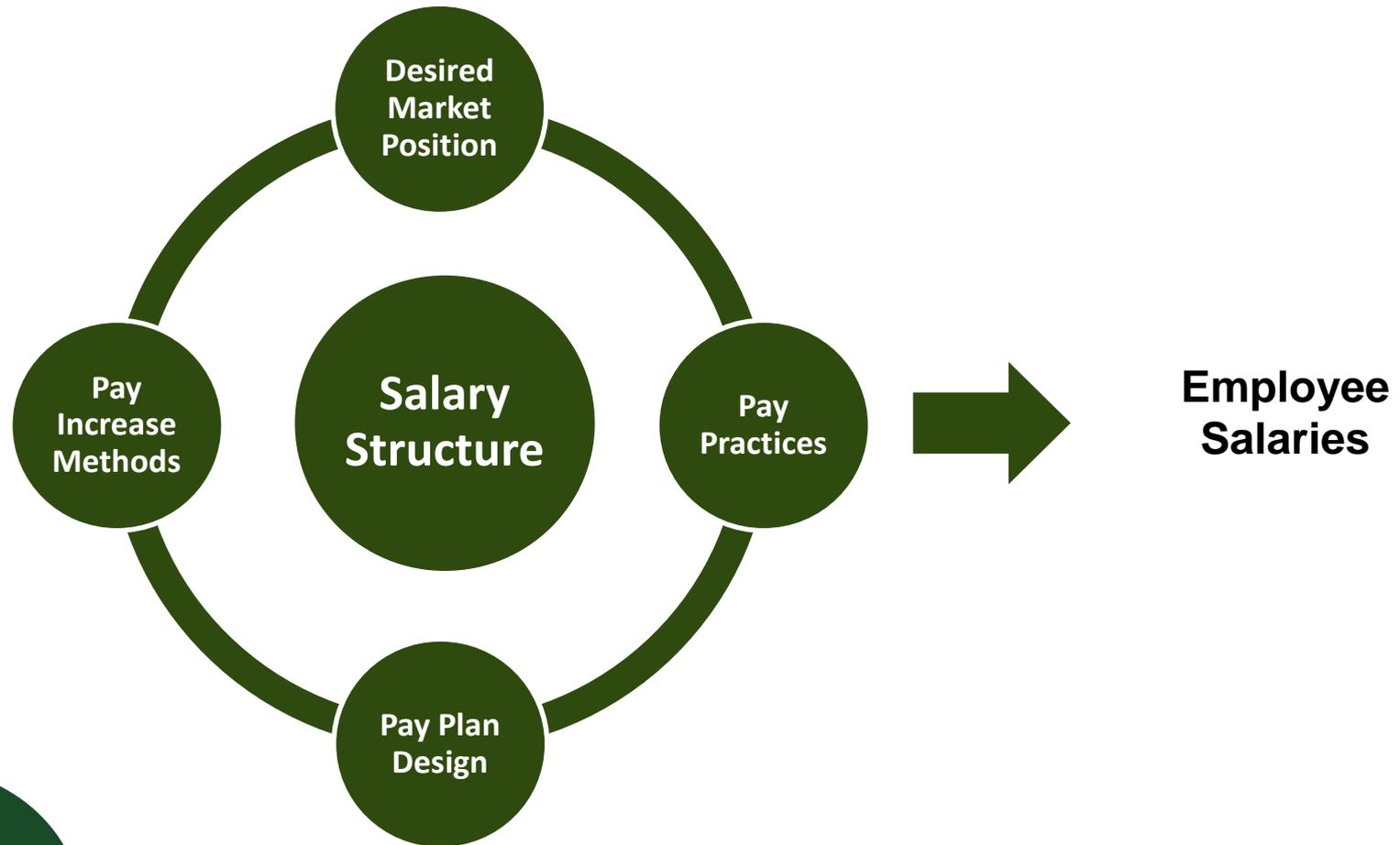
## *Analyzed current compensation structure:*

- One step-based pay plan for employees providing 19 pay grades each of which having 17 steps within which employees could expect to progress salaries at specific amounts.
- Each of the 17 steps after the minimum represented a 2.5 percent increase over the prior step which resulted in a 52 percent spread from the minimum to the maximum across all of the pay ranges.
- Employees' salaries were concentrated (86.4 %) below the midpoints of the pay ranges in the plan.



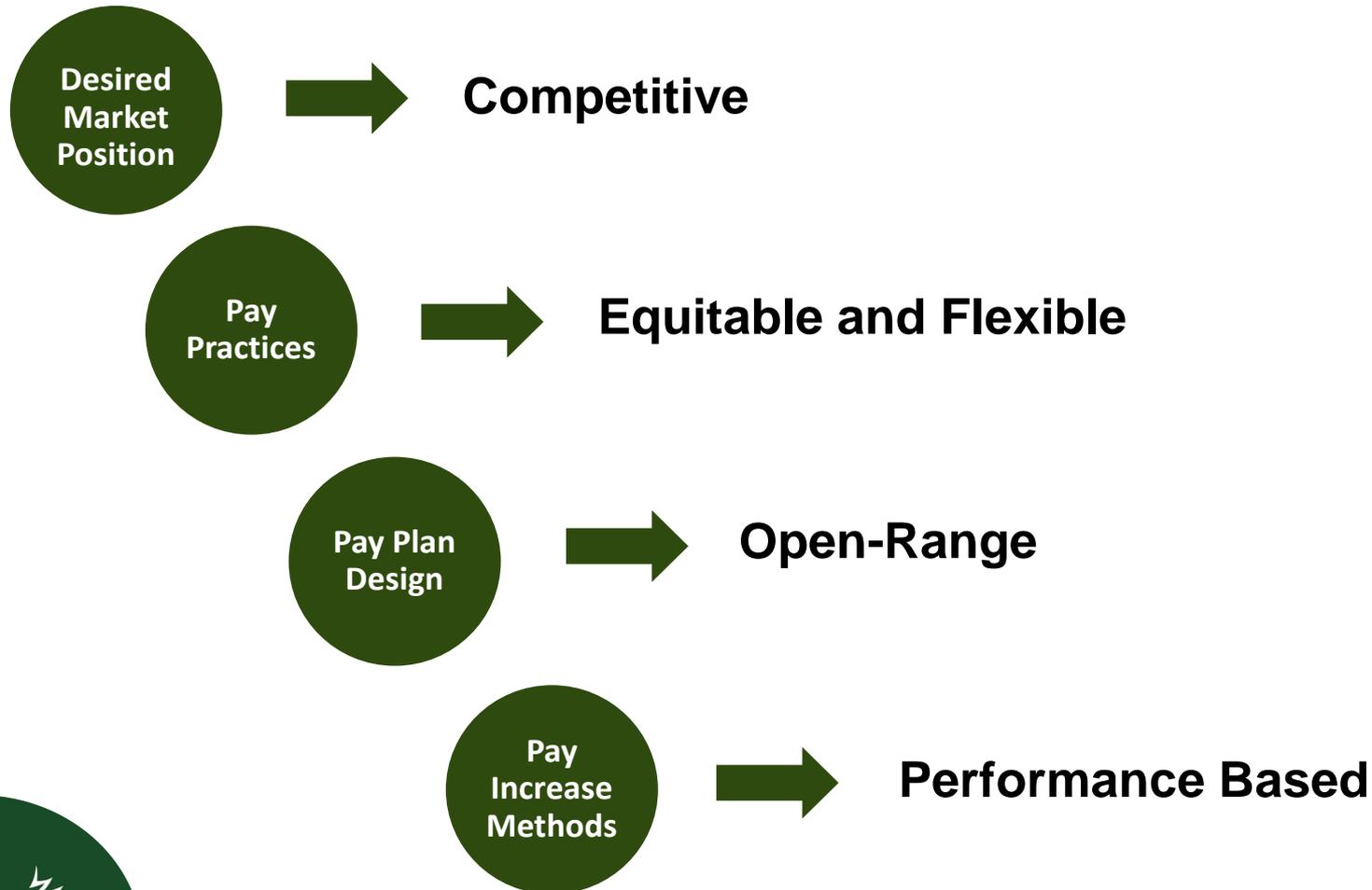
# *Compensation Philosophy*

*Components of a Compensation Philosophy impacts Salaries:*



# *Compensation Philosophy*

## *County's Compensation Philosophy:*



# Classification

*Conducted a review of JATs and the current structure and made appropriate recommendations, e.g.:*

Current Class Title	Recommended Class Title
ACCOUNTANT I	Accountant
ELECTIONS SUPERVISOR	Elections Manager
FINANCE DIRECTOR	Division Director, Finance and Support Services
FIRE CHIEF/EMS DIRECTOR	Division Director, Emergency Services and EMA
PLANNING TECHNICIAN	Planning Office Administrator
SENIOR CIVILIAN TECHNICIAN	Senior Records Technician



# Compensation

Conducted a salary survey and collected salary range data from 18 peers\* for 60 benchmark classifications:

Peer Data Collected
City of Alpharetta, GA
City of Athens, GA
City of Cumming, GA
City of Dahlonega, GA
City of Dawsonville, GA
City of Duluth, GA
City of Dunwoody, GA
City of Gainesville, GA
City of Roswell, GA
City of Smyrna, GA
Cherokee County, GA
Clayton County, GA
Cobb County, GA
Dawson County, GA
Forsyth County, GA
Pickens County, GA
White County, GA
University of North Georgia

\* Collected data were adjusted for cost of living.



# Compensation (cont.)

Compared the salary range data for benchmark classifications to the **average** of the peers' data:

Benchmark Classifications	Differential at Range Minimum	Differential at Range Midpoint	Differential at Range Maximum
Overall Average	-11.7%	-12.3%	-12.7%



**Midpoint is typically considered “market” as employees receiving pay at this point should be proficient and satisfactorily performing the duties of their classification.**

\* Results do not indicate that all benchmarks (classifications) were ahead or behind.



# Compensation (cont.)

Developed competitive open-range pay plan:

- 23 open-range pay grades
- Increasing range spreads provide opportunities for salary growth
- Easy to administer, can progress salaries in a flexible manner
- Provides foundation for compensation philosophy of market competitiveness and pay increases

Grade	Minimum	Midpoint	Maximum	Range Spread
100	\$ 15,080.00	\$ 19,604.00	\$ 24,128.00	60.0%
101	\$ 21,008.00	\$ 27,310.50	\$ 33,613.00	60.0%
102	\$ 22,289.00	\$ 28,975.50	\$ 35,662.00	60.0%
103	\$ 23,649.00	\$ 30,743.50	\$ 37,838.00	60.0%
104	\$ 25,092.00	\$ 32,619.50	\$ 40,147.00	60.0%
105	\$ 26,623.00	\$ 34,610.00	\$ 42,597.00	60.0%
106	\$ 28,247.00	\$ 36,721.00	\$ 45,195.00	60.0%
107	\$ 29,970.00	\$ 38,961.00	\$ 47,952.00	60.0%
108	\$ 31,798.00	\$ 41,337.50	\$ 50,877.00	60.0%
109	\$ 33,738.00	\$ 43,859.50	\$ 53,981.00	60.0%
110	\$ 35,796.00	\$ 46,535.00	\$ 57,274.00	60.0%
111	\$ 37,980.00	\$ 49,374.00	\$ 60,768.00	60.0%
112	\$ 40,297.00	\$ 53,393.50	\$ 66,490.00	65.0%
113	\$ 42,755.00	\$ 56,650.50	\$ 70,546.00	65.0%
114	\$ 45,363.00	\$ 60,106.00	\$ 74,849.00	65.0%
115	\$ 48,130.00	\$ 63,772.50	\$ 79,415.00	65.0%
116	\$ 51,066.00	\$ 67,662.50	\$ 84,259.00	65.0%
117	\$ 54,181.00	\$ 71,790.00	\$ 89,399.00	65.0%
118	\$ 57,486.00	\$ 76,169.00	\$ 94,852.00	65.0%
119	\$ 60,993.00	\$ 80,815.50	\$100,638.00	65.0%
120	\$ 64,714.00	\$ 87,364.00	\$110,014.00	70.0%
121	\$ 68,662.00	\$ 92,693.50	\$116,725.00	70.0%
122	\$ 72,850.00	\$100,169.00	\$127,488.00	75.0%



# Implementation

## Option 1: Range Penetration Capped at New Midpoints with Minimum 3% Increase:

*A calculation is performed to determine the relative position of a full-time employee's salary in the current pay range. The employee's recommended salary calculation is based on the employee's new salary being placed at the same relative position in the proposed range. For example, if an employee's salary is 40% into the current pay range, the proposed salary is placed at 40% into the recommended pay range. This places an employee's salary in the new range based on the relative position in the current range, yet does not place any salary beyond new midpoints unless the salary is already above that point, and no employee salary is reduced; and all full-time employees receive a minimum 3% increase.*

- Estimated annualized implementation cost: **\*\$808,358**
- # of employees receiving adjustments = 205

\* Salary cost only (no benefits) and includes the bring employees' salaries to new minimums estimate.



# *Implementation (cont.)*

## **Option 2: Bring Employees' Salaries to New Minimums:**

*A calculation is performed to determine if an employee's salary (full and part-time) is below the proposed minimum of his/her proposed classification/grade. If his/her salary is below the proposed minimum, it is adjusted to the minimum of his/her proposed pay grade; if his/her salary is within the proposed pay grade, no adjustment is recommended.*

- Estimated annualized implementation cost: **\*\$334,140**
- # of employees who would receive adjustments = 134

\* Salary cost only (no benefits).



# *Recommendations*

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- Approve the new pay plan and implementation method.
- Communicate individual results to the employees.
- Review current pay practices; revise as necessary to align with compensation philosophy and be competitive with peers.
- Continue progression of employees' salaries within fiscal constraints; merit increases of 3 to 5 percent going forward.
- Administer and maintain the new plans; make pay grade/range adjustments as necessary.
- Conduct a comprehensive study every three to five years.



# *Additional Recommendation*

*Reviewed Poll Workers and Bailiff per diem rates and recommend the following:*

- Poll Manager - \$175
- Poll Assistant Manager - \$140
- Poll Clerk - \$120
- Bailiff – \$75



# *Thank You*

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## Additional Questions?

**Evergreen Solutions, LLC**  
2878 Remington Green Circle  
Tallahassee, Florida 32308  
850.383.0111  
[www.ConsultEvergreen.com](http://www.ConsultEvergreen.com)



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
100	Lifeguard Recreation Leader	\$ 15,080	\$ 19,604	\$ 24,128
101	Assistant Pool Supervisor Receptionist-PT Senior Center Kitchen Coordinator	\$ 21,008	\$ 27,311	\$ 33,613
102	Pool Supervisor	\$ 22,289	\$ 28,976	\$ 35,662
103	Recycling Technician Senior Center Transportation Coordinator Transit Driver	\$ 23,649	\$ 30,744	\$ 37,838



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
104	Animal Care Technician BOE/Mail Clerk/Court Assistant BPA Records/Liens Clerk Building Service Worker Civil Records Clerk Clerk Court Div Admin Clerk Criminal Records/Jury Clerk Custodian Juvenile/Adoption/Jury Clerk Magistrate Court Civil Clerk Post Judgment/Appeals Clerk Real Estate/Plat Records Clerk Receptionist Roads Maintenance Inmate Crew Leader Tag/Tax Clerk Traffic Clerk	\$ 25,092	\$ 32,620	\$ 40,147



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
105	Court Services Clerk Inmate Work Detail Supervisor Parks Maintenance Worker-PT Senior Clerk	\$ 26,623	\$ 34,610	\$ 42,597
106	Administrative Assistant Detention Officer Elections Technician Inmate Services Clerk Maintenance Technician Parks Maintenance Worker Records Technician Road Maintenance Worker Senior Center Activities Coordinator	\$ 28,247	\$ 36,721	\$ 45,195



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
107	Chief Magistrate Clerk Communications Officer Deputy County Clerk Equipment Operator GIS Technician Planning Office Administrator Records Specialist Recycling Coordinator Senior Center Volunteer Coordinator Victims Services Coordinator	\$ 29,970	\$ 38,961	\$ 47,952



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
108	Accountant/Purchasing Clerk	\$ 31,798	\$ 41,338	\$ 50,877
	Accounts Receivable Clerk			
	Administrative Coordinator			
	Civilian Liason Officer			
	Firefighter/EMT			
	Human Resources Technician			
	Mechanic			
	Personal Property Appraiser			
	Real Property Appraiser I			
	Senior Communications Officer			
	Senior Records Technician			
	Traffic Operations Coordinator			
Truck Driver				



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
109	Accounts Payable Clerk	\$ 33,738	\$ 43,860	\$ 53,981
	Animal Control Technician			
	Building Inspector			
	Environmental Compliance Coordinator			
	Firefighter/Paramedic			
	Firefighter/Paramedic			
	Heavy Equipment Operator			
	Human Resources Specialist			
	Parks Maintenance Supervisor			
	Real Property Appraiser II			



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
110	Accountant Building Maintenance Superintendent Deputy Planning Director Deputy Sheriff Deputy Tax Commissioner DTF Investigator Fire Inspector Investigator Parks & Recreation Administrative Coordinator Parks & Recreation Athletics Coordinator Parks & Recreation Program Coordinator Roads Supervisor Technical Advisor	\$ 35,796	\$ 46,535	\$ 57,274



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
111	Budget and Grants Analyst Corporal Purchasing Agent	\$ 37,980	\$ 49,374	\$ 60,768
112	Animal Shelter Manager Communications Supervisor Emergency Services Lieutenant Fleet Maintenance Manager GIS Administrator Lieutenant Public Buildings Manager Senior Center Manager Sergeant Sergeant Court Services Staff Sergeant	\$ 40,297	\$ 53,394	\$ 66,490
113	Assistant Chief Appraiser County Clerk Elections Manager	\$ 42,755	\$ 56,651	\$ 70,546



# Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
114	Deputy EMA Director Emergency Services Battalion Chief Emergency Services Battalion Chief, Training	\$ 45,363	\$ 60,106	\$ 74,849
115	Captain Director, E911 Roads Superintendent	\$ 48,130	\$ 63,773	\$ 79,415
116	Parks and Recreation Manager	\$ 51,066	\$ 67,663	\$ 84,259
117	Chief Appraiser	\$ 54,181	\$ 71,790	\$ 89,399
118	Chief Deputy Major	\$ 57,486	\$ 76,169	\$ 94,852
118	Emergency Services Deputy Chief	\$ 57,486	\$ 76,169	\$ 94,852
120	Division Director, Community and Employee Services Division Director, Emergency Services and EMA Division Director, Finance and Support Services Division Director, Planning and Public Works	\$ 64,714	\$ 87,364	\$ 110,014
122	County Manager	\$ 72,850	\$ 100,169	\$ 127,488

