COUNTY AGENDA REQUEST

Department:	Human Resources	Presenter(s):	Director Lewis Patterson
Meeting Date:	Thursday, November 13, 2014	Type of Request:	New Business

Wording for the Agenda:

Consideration of staff's recommendation to enter into a contract with The Carl Vinson Institute of Government at the University of Georgia to conduct a classification and compensation study, beginning January 21, 2015 with a preliminary cost estimate and report submitted for review in May 2015, and a final report submitted in June 2015, at a cost of $26,250.00.

Background/History/Details:

The University of Georgia's (UGA) Carl Vinson Institute of Government conducted the County's last classification and compensation study in 2007. Since that study, UGA has assisted the County on an ongoing basis, at no additional charge, with updating job descriptions, grading new positions, creating new job descriptions, and maintaining our pay grades. The County contracted with UGA to conduct a study of Water System positions at the two water treatment plants during the fall of 2013.

During the course of the proposed study, UGA will meet personally with the administration staff, constitutional officers, department heads, and selected departmental employees. The scope of work will include the review and upgrade of the current classification and pay plan for all County employees, producing and updating job descriptions for each job in the County, producing a classification system based on job content analysis, collecting wage and survey data to produce a recommended pay plan based on job analysis, job evaluation, and wage survey data, and will provide technical assistance to implement the study recommendations.

The proposed project will commence January 21, 2015 with a preliminary cost estimate and report submitted for review in May 2015 and a final report submitted in June 2015. Payment for the project, in the amount of $26,250.00, will be due on August 31, 2015.

What action are you seeking from the Board of Commissioners?

Consideration of staff's recommendation to enter into a contract with The Carl Vinson Institute of Government at the University of Georgia to conduct a classification and compensation study, beginning January 21, 2015 with a preliminary cost estimate and report submitted for review in May 2015, and a final report submitted in June 2015, at a cost of $26,250.00.

If this item requires funding, please describe:

The $26,250.00 cost of the proposed study (along with the cost of funding recommendations made at the conclusion of the study) will be budgeted in the Fiscal Year 2016 budget.

Has this request been considered within the past two years?	No	If so, when?	
Is Audio-Visual Equipment Required for this Request?*	No	Backup Provided with Request?	Yes

**** All audio-visual material must be submitted to the County Clerk's Office no later than 48 hours prior to the meeting. It is also your department's responsibility to ensure all third-party audio-visual material is submitted at least 48 hours in advance.***

Approved by Finance		Reviewed by Legal	
Approved by Purchasing		County Clerk's Approval	Yes
Administrator's Approval			

Staff Notes:

This study will compare Fayette County's compensation with the following other jurisdictions: Henry, Coweta, and Spalding Counties, the cities of Peachtree City, Fayetteville, Newnan, and Griffin, and the Town of Tyrone. (Peachtree City could be excluded.)

The University of Georgia

Carl Vinson Institute of Government

October 14, 2014

Mr. Lewis Patterson
Director of Human Resources
Fayette County Board of Commissioners
140 Stonewall Avenue
West Suite 212
Fayetteville, GA 30214

Dear Mr. Patterson:

I have enclosed a draft proposal (Exhibit A) to conduct follow-up work related to the 2007 classification and compensation study conducted for Fayette County by the University of Georgia's Carl Vinson Institute of Government. If selected, we plan to begin work on the project January 21, 2015 with a preliminary cost estimate and report submitted for review in May 2015 and a final report submitted in June 2015. The enclosed proposal outlines a thorough follow- up classification and compensation study for the county.

I believe you will agree that confidence is built in revising an existing classification and compensation system by involving elected officials, management, and select employees in the process. If selected for this project, we would personally meet with the administration staff, constitutional officers, department directors, and select departmental employees. We will also collect and analyze a variety of published salary survey data for this project.

We are looking forward to providing a high quality and competitive classification and compensation system for Fayette County. I believe you will find our organization to be highly competent and responsive to the needs of your organization. Please contact me at (706) 542-9048 if I may provide further information. Please let me know if you would like to meet to discuss the project.

Sincerely,

Alex Daman
Public Service Assistant

201 North Milledge Avenue ● Athens, Georgia 30602 ● (706) 542-5518 ● FAX (706) 542-6237 ● www.cviog.uga.edu
An Equal Opportunity/Affirmative Action Institution

MEMORANDUM OF AGREEMENT

This agreement is made and entered into as of the date of execution, by and between the Fayette County, party of the first part, hereinafter called the COOPERATOR and the Board of Regents of the University System of Georgia, party of the second part, on behalf of the University of Georgia, hereinafter called the BOARD. All obligations of the Board of Regents of the University System of Georgia under this agreement will be performed by the University of Georgia's Carl Vinson Institute of Government.

WITNESSETH, inasmuch as the COOPERATOR is desirous of setting up a cooperative service with the BOARD and inasmuch as the BOARD is willing for the University of Georgia to undertake and conduct such a cooperative service, the purpose of this agreement is to establish the terms and conditions under which such a cooperative service will be accomplished pursuant to the conditions herein set forth.

NOW, THEREFORE, in consideration of the following mutual promises, covenants, and conditions, it is agreed as follows:

Section I

The BOARD will:

a. Carry on the cooperative service in the Carl Vinson Institute of Government substantially as set forth in the attached outline marked "Exhibit A" and made a part of this agreement.

b. Preserve all of its records bearing upon the amounts payable under this agreement, and further agrees that any specifically authorized representative of the COOPERATOR shall, until the expiration of three years after final payment under this agreement, have access to and

the right to examine any directly pertinent books, documents, papers, and records of the BOARD involving transactions related to this agreement.

c. Expend monies received under Section II, below, for the object of the service in a manner to be determined by said BOARD. The BOARD is authorized to transfer funds between various budget categories without specific and separate approval by the COOPERATOR. This is a **fixed fee** contract.

Section II

COOPERATOR will pay the BOARD a **fixed fee** of $26,250. **No federal dollars are involved in this Memorandum of Agreement.** Upon receipt of invoices, the COOPERATOR will pay the BOARD $26,250 with this amount being due on August 31, 2015. The invoices should be directed to: Mr. Lewis Patterson, Director of Human Resources, Fayette County Board of Commissioners, 140 Stonewall Avenue, West Suite 212, Fayetteville, GA 30214; telephone number (770) 305-5381.

Section III

The term of this agreement shall be from date of execution through August 31, 2015. However, it may be terminated by either party by written notice of such intent submitted 90 days in advance. In the event of such termination, the COOPERATOR will pay the BOARD a prorated portion of the upcoming installment consistent with the revised termination date, and will pay the BOARD for all noncancellable and outstanding obligations related to this contract. The BOARD will continue to work on the project until the revised termination date and will provide to the COOPERATOR interim findings and summary notes that reflect the status of the project at the time of revised termination.

Section IV

This agreement may be modified at any time by mutual consent of the governing boards of the parties hereto. Any modification hereto shall be in writing and signed by both parties.

Section V

This agreement may be renewed annually if the COOPERATOR wishes to expand the scope of the project and extend its time frame and the BOARD agrees to do so. If the agreement is renewed without other substantive modification, such renewal may be evidenced by letter of agreement signed by the first party and by the officials authorized to execute the original agreement on behalf of the second party.

Section VI

Neither party to this agreement will discriminate against any employee or applicant for employment or against any applicant for enrollment at any school or college or against any student in his/her course of study or training because of race, color, sex, creed, national origin, age, religion, veteran status, or disability.

Section VII

Should the parties to this agreement decide that it would be advantageous to publish the results of this cooperative undertaking, either party can do so without consulting the other. Publication by either party shall give proper credit to the other party.

IN WITNESS WHEREOF, this agreement is entered into on the date of execution.

FOR THE BOARD OF REGENTS
OF THE UNIVERSITY SYSTEM
OF GEORGIA ON BEHALF OF THE
UNIVERSITY OF GEORGIA:

By: _____
Jere W. Morehead, President
University of Georgia

Date:_____

FOR FAYETTE COUNTY:

By:_____

Date:_____

Exhibit A

Memorandum of Agreement for Technical Assistance to Fayette County: Proposal for Reviewing and Updating the County's Position Classification System and Compensation Plan

Fayette County has determined the need for review and updating the job classification system and pay plan for all positions covered under the County's personnel plan.

Objectives

CVIOG proposes the following schedule of activities to accomplish five objectives:

1. Review and upgrade the current classification system and pay plan for all employees in the County;

2. Produce an updated description of each job in the County and produce a classification system based on job content analysis;

3. Collect wage survey data and produce a recommended pay plan based on job analysis, job evaluation and wage survey data;

4. Provide technical assistance in implementing study recommendations.

Phase I – Developing a Work Plan and Schedule of Activities

1.1 CVIOG faculty and staff will conduct an on-site orientation meeting in January 2015 with county administrators, constitutional officers, department directors, and elected officials describing in detail the activities that will be required to accomplish the project objectives.

1.2 During this phase all the documents detailing the current personnel policies and procedures, job classification, job descriptions, and pay plan will be made available to CVIOG faculty and staff for review and analysis.

Phase II – Information Technology Department - Job Analysis Survey, Inteviews, & Job Descriptions

2.1 CVIOG staff will develop a detailed job classification and survey form to be completed by each incumbent in the Information Technology department. CVIOG will distribute this form to Information Technology employees at the January 2015 orientation meeting. This data will serve as the basis for generating updated job descriptions, job classifications and job evaluations (ranking of jobs) for the Information Technology department.

2.2 CVIOG staff will determine the number of employee interviews that will need to be conducted to insure adequate data for generating a complete and valid description of each job and job classification in the Information Technology department. It is anticipated that 75% of position incumbents in the Information Technology department will be interviewed for the study

2.3 After the job survey and interview data are analyzed, a properly formatted job description will be completed for each position in the Information Technology department. The written job description will draw on three sources of information: (1) information from the job survey, (2) supervisor's review and critique, and (3) interviews.

Phase III – All Other County Departments - Job Descriptions and Interviews

3.1 CVIOG staff will distribute existing job descriptions to constitutional officers and department directors at the January 2015 orientation meeting. Constitutional officers and department directors will be responsible for reviewing and critiquing the existing job descriptions. This information will serve as the basis for generating updated job descriptions, job classifications and job evaluations (ranking of jobs) for all county departments except for Information Technology.

3.2 CVIOG staff will meet with administration staff, constitutional officers, department heads, and select employees in order to collect information related to classification and compensation concerns and to review revised and critiqued job descriptions.

3.3 After the reviewed and critiqued and interview data are analyzed, a properly formatted job description will be completed for each remaining position in Fayette County. The written job description will draw on three sources of information: (1) information on job description, (2) constitutional officer or department head's review and critique, and (3) interviews.

Phase IV – Job Evaluation

4.1 CVIOG staff will use a point-factor-comparison job evaluation system to rank jobs and measure differences in job content.

4.2 The point-factor-comparison job evaluation system will feature: (1) compensable factors, with (2) factor degrees numerically scaled, and (3) weights reflecting the relative importance of each factor.

Phase V – Marketplace Compensation Survey

5.1 In a joint effort with appropriate County officials, CVIOG will collect published survey data covering public and private organizations. Published survey data will be derived from the Bureau of Labor Statistics of the U.S. Department of Labor (BLS), International City/County Management Association (ICMA), and the State of Georgia's Department of Community Affairs (DCA).

5.2 CVIOG will analyze and format the survey data for use in establishing competitive pay levels.

5.3 After this phase is completed, CVIOG staff will review all data generated to this point with appropriate officials to determine what additional information needs to be considered before moving to the next phase.

Phase VI – Developing a Pay Plan

6.1 CVIOG staff will establish recommended pay grades based on the job evaluation results (Phase III) and the wage survey (Phase IV);

6.2. CVIOG staff will develop a pay plan that includes pay steps or salary ranges in each grade and recommendations for employee salary adjustments.

6.3 CVIOG staff will present the complete recommended pay plan to appropriate officials for review. At this point the plan will reflect the data from Phases II, III, IV, and V as well as cost-of-living data, and the jurisdiction's financial condition and compensation policy.

Phase VII – Implementing and Administering the Program

7.1 CVIOG staff will review and amend Fayette County's current salary administration policies and procedures in conjunction with Fayette County's Human Resources Department with an emphasis on developing policies and procedures for keeping the program up-to-date.

7.2 CVIOG staff will conduct on-site job evaluation training with Fayette County's Human Resources Department. The job evaluation training will provide Fayette County with the necessary information to evaluate new positions.

7.3 CVIOG staff will remain available to provide a reasonable level of ongoing technical assistance necessary to maintain the program.

Cost and Duration

The cost to CVIOG to provide the service specified in this proposal will be a fixed fee of twenty-six thousand, two hundred fifty dollars ($26,250). Considering the scope of the project, we anticipate a eight (8) month work plan beginning January 21, 2015 with final reports submitted on or before June 30, 2015. Formal CVIOG involvement would terminate August 31, 2015.

Fayette County Personnel Project
Schedule of Activities

DATE	ACTIVITY
January 2015	o Conduct on-site project orientation o Distribute job classification surveys to Information Technology department o Job descriptions distributed for constitutional officers and department heads for review and critique
February 2015	o Information Technology department job classification and surveys returned to CVIOG o Reviewed and critiqued job descriptions from all other county department returned to CVIOG
March 2015	o Conduct employee interviews for Information Technology department o Conduct employee meetings with administration staff, constitutional officers, department directors, and select employees
April 2015	o Collect salary survey data
May 2015	o Develop preliminary report o Return job descriptions for review
June 2015	o Present final report o Return job descriptions for review
July 2015 August 2015	o Follow-up technical assistance o Conduct job evaluation training

Project Contact: Alex Daman, Public Service Assistant
Carl Vinson Institute of Government
201 N. Milledge Avenue
University of Georgia
Athens, GA 30602
(706) 542-9048 (Phone)
(706) 542-6237 (FAX)
adaman@uga.edu

FAYETTE COUNTY

FOLLOW-UP CLASSIFICATION & COMPENSATION STUDY

Project Director

Alex Daman
Public Service Assistant
Governmental Services and Research Division
Vinson Institute of Government
201 North Milledge Avenue
Athens, GA 30602
Email: adaman@uga.edu

Carl Vinson Institute of Government

The Carl Vinson Institute of Government (Institute of Government) at the University of Georgia provides education, assistance, research, policy analysis, and publications to assist public officials in serving citizens in Georgia and throughout the world.

- Assistance
- International Programs
- Training & Development
- Student Outreach

Recent Atlanta, GA Metropolitan Area Clients

Cities

City of Griffin (Completed November 2013)
City of Manchester (Completed March 2014)

Counties

Bartow County (In-Progress)

Technical County System of Georgia

Chattahoochee Technical College (Completed September 2014)

University System of Georgia

Board of Regents of the University System of Georgia (In-Progress)
Gordon State College (Completed May 2014)

Project Objectives

Purpose: To conduct follow-up work related to the 2007 classification and compensation study conducted for Fayette County

1. Review and upgrade the current classification system and pay plan for all employees in the County;

2. Produce an updated description of each job in the County and produce a classification system based on job content analysis;

3. Collect wage survey data and produce a recommended pay plan based on job analysis, job evaluation and wage survey data;

4. Provide technical assistance in implementing study recommendations.

Project Misconceptions

A classification and compensation study will not include the following activities/recommendations:

1. Institute of Government *will not* recommend across-the-board salary increases for Fayette County employees.

2. Institute of Government *will not* assess and determine appropriate staffing levels for Fayette County.

3. Institute of Government *will not* review and assess the performance of individual employees of Fayette County.

Project Schedule

DATE	ACTIVITY
January 2015	o Conduct on-site project orientation o Distribute job classification surveys to Information Technology department o Job descriptions distributed for constitutional officers and department heads for review and critique
February 2015	o Information Technology department job classification and surveys returned to CVIOG o Reviewed and critiqued job descriptions from all other county department returned to CVIOG
March 2015	o Conduct employee interviews for Information Technology department o Conduct employee meetings with administration staff, constitutional officers, department directors, and select employees
April 2015	o Collect salary survey data
May 2015	o Develop preliminary report o Return job descriptions for review
June 2015	o Present final report o Return job descriptions for review
July 2015	o Follow-up technical assistance
August 2015	o Conduct job evaluation training

Project Phase #1 – Work Plan Meetings

1. Institute of Government faculty and staff will conduct an on-site orientation meeting in January 2015 with county administrators, constitutional officers, department directors, and elected officials describing in detail the activities that will be required to accomplish the project objectives

2. Fayette County will provide documents detailing the current personnel policies and procedures, job classification, job descriptions, and pay plan will be made available to CVIOG faculty and staff for review and analysis.

Project Phase #2 – Information Technology Department - Job Analysis Survey, Interviews, & Job Descriptions

1. Institute of Government faculty and staff will distribute a job classification and survey form to Information Technology employees at the January 2015 orientation meeting.

Job Classification
and Compensation Survey

CARL VINSON INSTITUTE OF GOVERNMENT
The University of Georgia

NAME OF ORGANIZATION _____

DATE _____

EMPLOYEE NAME(S) _____

_____

_____

_____

POSITION TITLE _____

DEPARTMENT _____

SUPERVISOR'S NAME _____

SUPERVISOR'S TITLE _____

POSITION DESCRIPTION QUESTIONNAIRE

The purpose of this form is to aid you in describing your present position in terms of the duties, responsibilities and qualifications required. This form will not be used to evaluate your work performance or your qualifications.

The job evaluation plan will provide a factual, objective basis for uniform and equitable pay relationships. Therefore, it is essential that accurate information be obtained about the duties and responsibilities of each position.

Project Phase #2 – Information Technology Department - Job Analysis Survey, Interviews, & Job Descriptions

2. Institute of Government faculty and staff will interview 75% of position incumbents in the Information Technology department to ensure adequate data for generating a complete and valid description of each job and job classification for the department.

3. Institute of Government faculty and staff will develop a properly formatted job description for each position in the Information Technology department

Project Phase III – All Other County Departments - Job Descriptions and Interviews

1. Institute of Government faculty and staff will distribute existing job descriptions to constitutional officers and department directors at the January 2015 orientation meeting. Constitutional officers and department directors will be responsible for reviewing and critiquing the existing job descriptions.

TITLE: Animal Control Officer AC/3

DEPARTMENT: Animal Control, Fayette County

JOB SUMMARY: This position is responsible for enforcing the animal control ordinance. An incumbent in this position may be designated "Senior Animal Control Officer."

MAJOR DUTIES:

- Responds to calls from citizens; investigates reports of animal cruelty; prepares and files incident reports; serves citations and subpoenas; impounds stray animals; provides aid to sick or injured animals; responds to animal bite reports; secures aggressive animals; arranges quarantine for animals.

- Cleans and disinfects dog kennels and cat cages; sweeps, mops, and disinfects floors; provides medical treatment to animals; feeds animals.

Project Phase III – All Other County Departments - Job Descriptions and Interviews

2. Institute of Government faculty and staff will meet with administrative staff, constitutional officers, department heads, and select employees in order to collect information related to classification and compensation concerns and to review revised and critiqued job descriptions.

3. After the job descriptions are reviewed and critiqued and the interview data is analyzed, Institute of Government faculty and staff will develop a properly formatted job description for each remaining position in Fayette County.

Project Phase III – All Other County Departments - Job Descriptions and Interviews

Institute of Government faculty and staff will provide options for new job description formats for Fayette County's consideration.

Animal Control Officer

AC/2

Animal Control

JOB SUMMARY

This position is responsible for enforcing the animal control ordinance.

MAJOR DUTIES

1. Responds to calls from citizens; investigates reports of animal cruelty; prepares and files incident reports; serves citations and subpoenas; impounds stray animals; provides aid to sick or injured animals; responds to animal bite reports; secures aggressive animals; arranges quarantine for animals.Explains local ordinances and state laws on animal control to pet owners and the public.
2. Cleans and disinfects dog kennels and cat cages; sweeps, mops, and disinfects floors; provides medical treatment to animals; feeds animals. Treats animals for minor injuries and checks for clinical signs of disease.
3. Provides food and water to impounded animals; cleans cages.

Project Phase IV – Job Evaluation

1. Institute of Government faculty and staff will use a point factor comparison job evaluation system to rank jobs and measure differences in job content.

2. The point-factor-comparison job evaluation system will feature: (1) compensable factors, with (2) factor degrees numerically scaled, and (3) weights reflecting the relative importance of each factor.

		FACTOR 1		FACTOR 2		FACTOR 3		FACTOR 4		FACTOR 5		FACTOR 6		FACTOR 7		FACTOR 8		FACTOR 9		FACTOR 10			
		KNOWLEDGE REQUIRED		SUPERVISORY CONTROLS		GUIDELINES		COMPLEXITY		SCOPE & EFFECT		PERSONAL CONTACTS		PURPOSE OF CONTACTS		PHYSICAL DEMANDS		WORK ENVIRONMNT		SUPERVISORY RESPONSIBILITY			
DEPT	JOB TITLE	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	TOTAL	GRADE
FIRE	Captain - Fire/EMS Training	5	750	4	450	4	450	4	225	3	150	3	60	3	120	2	20	2	20	4	350	2595	22
FIRE	Captain - Logistics	5	750	4	450	4	450	4	225	4	225	3	60	3	120	2	20	2	20	3	250	2570	22
FIRE	Fire Inspector/Investigator Lieutenant	5	750	4	450	4	450	3	150	3	150	3	60	3	120	3	50	3	50	1	50	2280	20
FIRE	Administrative Secretary	3	350	3	275	2	125	2	75	2	75	2	25	2	50	1	5	1	5	1	50	1035	10

Project Phase V – Marketplace Compensation Survey

1. In a joint effort with appropriate County officials, Institute of Government faculty and staff will collect published survey data covering public and private organizations. Published survey data will be derived from the Bureau of Labor Statistics of the U.S. Department of Labor (BLS), International City/County Management Association (ICMA), and the State of Georgia's Department of Community Affairs (DCA).

2. Institute of Government faculty and staff will analyze and format the survey data for use in establishing competitive pay levels.

Project Phase V – Marketplace Compensation Survey

Georgia Department of Community Affairs

- The Department of Community Affairs (DCA) administers an annual wage and salary survey to Georgia's local governments. The survey collects a variety of compensation data for over 160 different local government jobs.
- It is anticipated the Institute of Government will collect compensation data in this survey from Coweta County, Henry County, Spalding County and select municipalities within these counties.

Bureau of Labor Statistics

- The Bureau of Labor Statistics conducts a semi-annual mail survey designed to produce estimates of employment and wages for specific occupations by geographic area.
- It is anticipated the Institute of Government will collect compensation data in this survey from the Atlanta-Sandy Springs-Marietta, GA metropolitan area.
- Definition of the Atlanta-Sandy Springs-Marietta, GA metropolitan area.

International City/County Management Association

- The salary survey provides national and regional CAO, department director, and public safety salary information by population size.

Project Phase VI – Developing a Pay Plan

1. Institute of Government faculty and staff will establish recommended pay grades based on the job evaluation results (Project Phase IV) and the wage survey (Project Phase V);

2. Institute of Government faculty and staff will develop a pay plan that includes pay steps or salary ranges in each grade and recommendations for employee salary adjustments.

   - Grade & Step
   - Pay Band

3. Institute of Government faculty and staff will present the complete recommended pay plan to appropriate officials for review. At this point the plan will reflect the data from Project Phases II, III, IV, and V as well as cost-of-living data, and the jurisdiction's financial condition and compensation policy.

Grade & Step (Existing Salary Structure)

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	19,528.67	20,016.89	20,517.31	21,030.24	21,556.00	22,094.90	22,647.27	23,213.45	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18
2	20,517.31	21,030.24	21,556.00	22,094.90	22,647.27	23,213.45	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51
3	21,556.00	22,094.90	22,647.27	23,213.45	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00
4	22,647.27	23,213.45	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50
5	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06
6	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94
7	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62
8	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77
9	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35
10	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54
11	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78
12	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81
13	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62
14	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54
15	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21
16	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60
17	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04
18	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22
19	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22	70,520.22	72,283.23
20	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22	70,520.22	72,283.23	74,090.31	75,942.57
21	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22	70,520.22	72,283.23	74,090.31	75,942.57	77,841.13	79,787.16	81,781.84	83,826.38
22	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22	70,520.22	72,283.23	74,090.31	75,942.57	77,841.13	79,787.16	81,781.84	83,826.38	85,922.04	88,070.09	90,271.85	92,528.64
23	67,122.16	68,800.22	70,520.22	72,283.23	74,090.31	75,942.57	77,841.13	79,787.16	81,781.84	83,826.38	85,922.04	88,070.09	90,271.85	92,528.64	94,841.86	97,212.90	99,643.23	102,134.31
24	74,090.31	75,942.57	77,841.13	79,787.16	81,781.84	83,826.38	85,922.04	88,070.09	90,271.85	92,528.64	94,841.86	97,212.90	99,643.23	102,134.31	104,687.67	107,304.86	109,987.48	112,737.17
25	81,781.84	83,826.38	85,922.04	88,070.09	90,271.85	92,528.64	94,841.86	97,212.90	99,643.23	102,134.31	104,687.67	107,304.86	109,987.48	112,737.17	115,555.59	118,444.48	121,405.60	124,440.74
26	90,271.85	92,528.64	94,841.86	97,212.90	99,643.23	102,134.31	104,687.67	107,304.86	109,987.48	112,737.17	115,555.59	118,444.48	121,405.60	124,440.74	127,551.76	130,740.55	134,009.06	137,359.29
27	99,643.23	102,134.31	104,687.67	107,304.86	109,987.48	112,737.17	115,555.59	118,444.48	121,405.60	124,440.74	127,551.76	130,740.55	134,009.06	137,359.29	140,793.27	144,313.10	147,920.93	151,618.95
28	109,987.48	112,737.17	115,555.59	118,444.48	121,405.60	124,440.74	127,551.75	130,740.55	134,009.06	137,359.29	140,793.27	144,313.10	147,920.93	151,618.95	155,409.43	159,294.66	163,277.03	167,358.96
29	121,405.60	124,440.74	127,551.75	130,740.55	134,009.06	137,359.29	140,793.27	144,313.10	147,920.93	151,618.95	155,409.43	159,294.66	163,277.03	167,358.96	171,542.93	175,831.50	180,227.29	184,732.97
30	134,009.06	137,359.29	140,793.27	144,313.10	147,920.93	151,618.95	155,409.43	159,294.66	163,277.03	167,358.96	171,542.93	175,831.50	180,227.29	184,732.97	189,351.30	194,085.08	198,937.21	203,910.64

Grade & Step (Existing Salary Structure)

Pros

- Emphasis on internal equity; predictable salary increases; transparent.

Cons

- Difficult to reward individual performance/qualifications (individual equity); limits managerial flexibility in setting wages

Pay Band

Grade	Minimum	1st Quartile	Mid-Point	3rd Quartile	Maximum
5	18,217.12	20,494.26	22,771.40	25,048.54	27,325.68
6	19,139.36	21,531.78	23,924.20	26,316.62	28,709.04
7	20,108.29	22,621.83	25,135.36	27,648.90	30,162.44
8	21,126.27	23,767.06	26,407.84	29,048.63	31,689.41
9	22,195.79	24,970.26	27,744.74	30,519.21	33,293.69
10	23,319.45	26,234.38	29,149.32	32,064.25	34,979.18
11	24,500.00	27,562.50	30,625.00	33,687.50	36,750.00
12	25,740.31	28,957.85	32,175.39	35,392.93	38,610.47
13	27,043.42	30,423.84	33,804.27	37,184.70	40,565.12
14	28,412.49	31,964.05	35,515.61	39,067.17	42,618.73
15	29,850.87	33,582.23	37,313.59	41,044.95	44,776.31
16	31,362.07	35,282.33	39,202.59	43,122.85	47,043.11
17	32,949.78	37,068.50	41,187.22	45,305.94	49,424.66
18	34,617.86	38,945.09	43,272.32	47,599.56	51,926.79
19	36,370.39	40,916.69	45,462.98	50,009.28	54,555.58
20	38,211.64	42,988.09	47,764.55	52,541.00	57,317.46
21	42,178.50	47,450.81	52,723.12	57,995.44	63,267.75
22	46,557.17	52,376.82	58,196.46	64,016.11	69,835.76
23	51,390.41	57,814.21	64,238.01	70,661.81	77,085.61
24	56,725.39	63,816.07	70,906.74	77,997.41	85,088.09

Pay Band

Pros

- Emphasis on individual equity, provides managerial flexibility in setting wages; opportunity for employees to enjoy more rapid salary growth.

Cons

- Greater need for salary justifications (performance or market based); greater need for monitoring to ensure non-discriminatory wage practices.

Project Phase VII – Implementing and Administering the Program

1. Institute of Government faculty and staff will review and amend Fayette County's current salary administration policies and procedures in conjunction with Fayette County's Human Resources Department with an emphasis on developing policies and procedures for keeping the program up-to-date.

2. Institute of Government faculty and staff will conduct on-site job evaluation training with Fayette County's Human Resources Department. The job evaluation training will provide Fayette County with the necessary information to evaluate new positions.

3. Institute of Government faculty and staff will remain available to provide a reasonable level of ongoing technical assistance necessary to maintain the program.

Total Compensation Consideration

Total compensation is comprised of a combination of both wage and non-wage benefits. Institute of Government is only examining the wages/salaries component of total compensation for this project.

- **Wages/Salaries**
  - While **wages/salaries** are the most prominent component of an employee's compensation package, it is important as an organization to assess other areas of compensation and utilize them as recruitment/retention tools.
- **Benefits** (Health benefits, retirement benefits, paid leave, etc.)

Relative Importance of Employer Costs for Employee Compensation

Compensation component	Civilian workers	Private industry	State and local government
Wages and salaries	68.7%	69.8%	64.0%
Benefits	31.3	30.2	36.0
Paid leave	7.0	6.9	7.3
Supplemental pay	2.4	2.8	0.8
Insurance	9.0	8.3	12.0
Health benefits	8.6	7.8	11.7
Retirement and savings	5.2	4.1	9.9
Defined benefit	3.3	1.9	9.0
Defined contribution	1.9	2.2	0.8
Legally required	7.7	8.1	5.9

Bureau of Labor Statistics, U.S. Department of Labor, Employer Costs For Employee Compensation, [June 2014], U.S. Government Printing Office, Washington, DC, [2014].

Compensation Considerations

1. **Pay Philosophy**
   - Lead
   - Match
   - Lag
2. **Compensation Objectives**
   - Ability to Attract
   - Ability to Retain
   - Contain Personnel Costs
   - Reduce Pay Dissatisfaction
   - Increase Productivity
3. **Internal versus External Equity**
   - Internal equity refers to the goal of equal pay for work of equal worth to the organization
   - External equity refers to the goal of paying occupations at rates comparable to those available in the external labor market

¿Questions?