

Compensation Study

Fall 2021



Background

In September, we made you aware of some recruitment/retention issues

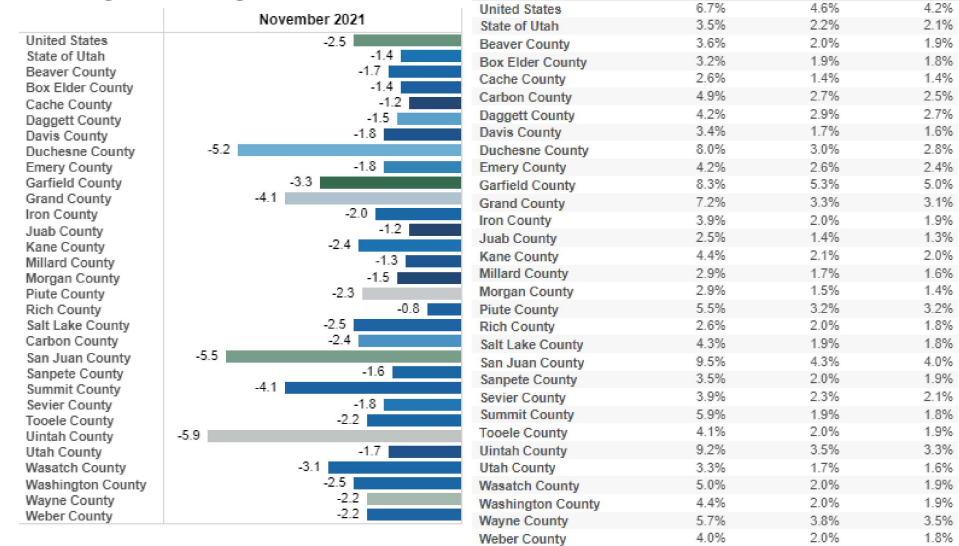
- ***Maintaining a Highly-Motivated and Well-Trained Workforce***
 - *Recruiting struggles and corresponding workload stress at an all time high*
 - *2.6% unemployment rate*
 - *PD wage wars were raging, but our recruitment struggles were hitting every department*
- ***Providing Quality Municipal Services***
 - *Impacting our ability to get work done*
 - *Shifts nots filled, parks not maintained, projects not completed, crossings cost more, classes/programs cancelled, etc.*
- ***Council approved a \$100k intermediary increase for the Police Department***
- ***Gave staff direction to conduct a Compensation Study***

Background

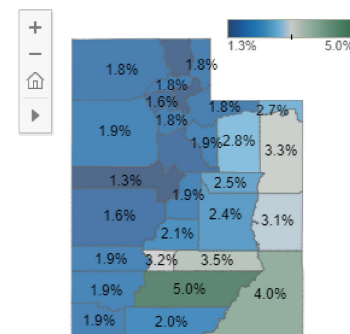
Since Then

- Record [unemployment rates](#)
- Q3 Utah gain [83k+ jobs](#)
- [Minimum wages](#) continued to increase nation/statewide
- Highest inflation since 1980s

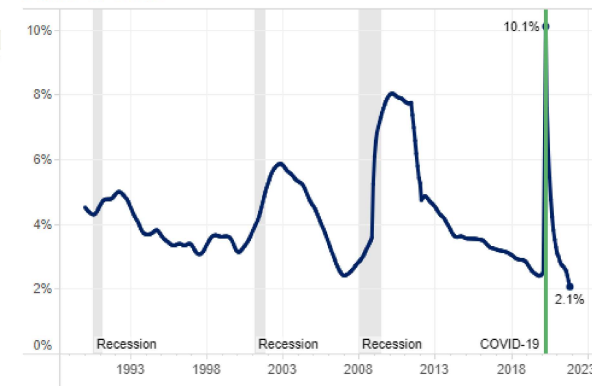
Percentage Point Change from Previous Year



November 2021



State of Utah





Compensation Study Process

1. Establish a Compensation Committee

- *City Manager, Department Heads, HR Manager, Finance Manager, and various division managers were engaged in parts of the processes as well.*
- *The scope of the committee is to conduct both the internal and external analyses, analyze the City's resources—both current and future, formulate recommendations to present to the elected body and assist with the ongoing process of drafting compensation policies, all while adhering to the understanding that a sound compensation plan should be all of the following:*
 - *Affordable*
 - *Sustainable*
 - *Predictable/consistent*
 - *Flexible*
 - *Competitive*

Compensation Study Process

2. Internal Analysis

- *The purpose of conducting an internal analysis is to create a ranking of positions, based on certain job characteristics, for compensatory purposes.*

- *Job description reviewed and updated*
- *These job characteristics, include things such as:*

- *Complexity of the job*
- *Judgement required*
- *Equipment, machines & tools used*
- *Leadership & supervisory responsibilities*
- *Educational requirements*
- *Experience & training requirements*
- *Work environment*
- *Physical requirements*

- *Once all the positions have been pointed, they are ranked numerically. This ranking becomes the basis for building a grading structure which assigned different groups of jobs different compensation up and down the structure.*
- *“Pointing” being done for the position, not for the incumbent*
- *This ranking is not a reflection of the value of our employees. It’s simply a way for us to objectively create a pay structure.*

C. Impact of Decisions & Consequences of Errors		
Degree	Definition	Points
Degree 1	Decisions have little to no impact outside the department and have minor, if any impact on the operation of the department. Errors are discovered quickly through routine checks or by software which flags errors or halts further input until error is corrected. Consequences of errors may involve a minor disruption or delay in tasks.	10
Degree 2	Decisions have substantial impact internally and some impact outside the department. Errors have impact within the internal operations of the department and are discovered in subsequent process steps. Consequence of errors are not typically felt outside the department.	20
Degree 3	Decisions have impact inside and outside the department. Errors would cause work delays or moderate disruption within the department and may be discovered by someone outside the department causing embarrassment. Errors can be easily rectified with minimal long-term effects.	30
Degree 4	Decisions are made on an administrative level and greatly affect the operation of the department and/or the overall direction of programs or services. Errors would cause major disruption inside and outside the department. Could have significant financial consequences, public embarrassment and significant loss of trust in the department's abilities. Consequence of errors may result in temporary closure of a program or operation and effects last a moderate length of time.	40
Degree 5	Decisions are made on an executive level and set the strategic direction for a department. Errors have long-reaching impacts which could cause serious disruption to services, program and/or major financial or legal consequences including legal liability and statutory/legislative violations.	50

Compensation Study Process

3. External Analysis

- The purpose of an external analysis is to match our positions to similar positions outside the organization in our “market” to ensure our pay strategy (lead, lag, match the market) is being achieved.
- Our “market” was determined to be public entities who met any of the following criteria

(within reason):

- Similar budget size
- Similar employee counts
- Similar populations
- Special districts with similar targeted positions
- With proximity (Davis/Weber counties)
- Police agencies to whom we had recently lost officers
- Police agencies actively recruiting our officers

865		IT Manager										
Entity	Preferred Title	Hr/Yr	<=>	Flsa	Resp	#Rpts	Inc	Range			Actual	
								Min	Mid	Max	Low	High
BOX ELDER COUNTY	INFORMATION SYSTEMS DIRECTOR	2080	=	N	2	2	1	\$0	\$0	\$0	\$106,640	\$106,640
CENTRAL VALLEY WATER	INFORMATION SYSTEMS DIRECTOR	2080	=	Y	2	2	1	\$0	\$0	\$0	\$89,867	\$89,867
LAYTON	INFORMATION SYSTEMS MANAGER	2080	<	Y	3	3	1	\$88,024	\$105,632	\$123,240	\$120,762	\$120,762
MURRAY	I.T. DIRECTOR	2080	=	Y	0	0	1	\$84,518	\$106,370	\$128,223	\$118,497	\$118,497
BOUNTIFUL	INFORMATION SYSTEMS DIRECTOR	2080	=	Y	3	3	1	\$77,226	\$98,506	\$119,786	\$117,437	\$117,437
BRIGHAM CITY	IT DIRECTOR	2080	=	N	2	2	1	\$91,641	\$107,812	\$123,984	\$106,785	\$106,785
MIDVALE	INFORMATION TECHNOLOGY MANAGER	2080	=	N	2	0	1	\$81,664	\$106,136	\$130,608	\$101,793	\$101,793
WEBER BASIN WATER	Information Services Division Manager	2080	=	Y	4	0	1	\$76,440	\$99,372	\$122,304	\$96,470	\$96,470
CLEARFIELD	INFORMATION SYSTEMS MGR	2080	=	Y	2	0	1	\$95,930	\$110,313	\$124,896	\$104,871	\$104,871
Average								\$88,364	\$110,741	\$133,119	\$109,455	\$117,255
Difference								\$7,566	(\$428)	(\$8,423)	(\$4,584)	(\$12,384)
Difference %								7.89%	-0.39%	-6.75%	-4.37%	-11.81%

- Used the TechNet system to access pay data from across the state.
- Information we get **out** of the system is only as accurate as the information put **in** the system.
- There are data entry errors, position matching errors, and most recently data lag errors.
- For some high-turnover, difficult to recruit positions, the data was entered into the system this past summer 2021 and was outdated immediately.

Compensation Study Process

4. A New Compensation Plan- More Art than Science

- The next step of the process requires bringing the internal analysis and the external analysis together to create a structure that achieves the organization's compensation goals and strategies.

Comparison Title	Match Number	Current Position Ranges			Comparison Range Average			Current/Comparison Difference			Current Incumbants Actuals			Comparison Actuals			Current/Comparison Difference			PF Average
		Min	Mid	Max	Min	Mid	Max	Range Min	Range Mid	Range Max	Low	High	Average	Low	High	Avg	Low	High	Avg	
Park Maintenance Specialist I	1230	\$30,804	\$36,965	\$43,126	\$32,655	\$40,300	\$47,945	(\$1,851)	(\$3,335)	(\$4,819)	\$36,965	\$43,126	\$31,523	\$40,300	\$47,945	\$34,648	(\$3,335)	(\$4,819)	(\$3,125)	332.0
Records Technician I	2335	\$30,805	\$36,966	\$43,127	\$32,801	\$41,080	\$49,358	(\$1,996)	(\$4,114)	(\$6,231)	\$30,805	\$30,805	\$30,805	\$41,691	\$44,368	\$42,799	(\$10,886)	(\$13,563)	(\$11,994)	346.3
Dispatcher I	1650	\$33,961	\$40,754	\$47,546	\$38,256	\$47,412	\$56,568	(\$4,295)	(\$6,658)	(\$9,022)	\$34,985	\$34,985	\$34,985	\$37,017	\$41,170	\$38,724	(\$2,032)	(\$6,185)	(\$3,739)	354.0
Court Clerk I	1035	\$30,804	\$36,965	\$43,126	\$29,120	\$36,576	\$44,032	\$1,684	\$389	(\$906)	\$30,804	\$30,804	\$30,804	\$32,183	\$37,941	\$38,044	(\$1,379)	(\$7,137)	(\$7,240)	358.0
Facilities Maintenance Technician I	640	\$30,804	\$36,965	\$43,126	\$34,214	\$41,779	\$49,343	(\$3,410)	(\$4,814)	(\$6,217)	\$36,965	\$43,126	\$30,804	\$41,779	\$49,343	\$37,058	(\$4,814)	(\$6,217)	(\$6,254)	389.3

- There is no perfect, one-size-fits-all method to creating a structure that will work.
- Achieving the right structure for our organization meant trusting the process and remaining focused on the objectives set forth at the beginning of the project.
- New compensation structure includes:
 - General Pay Plan
 - Step-in-Grade Plan

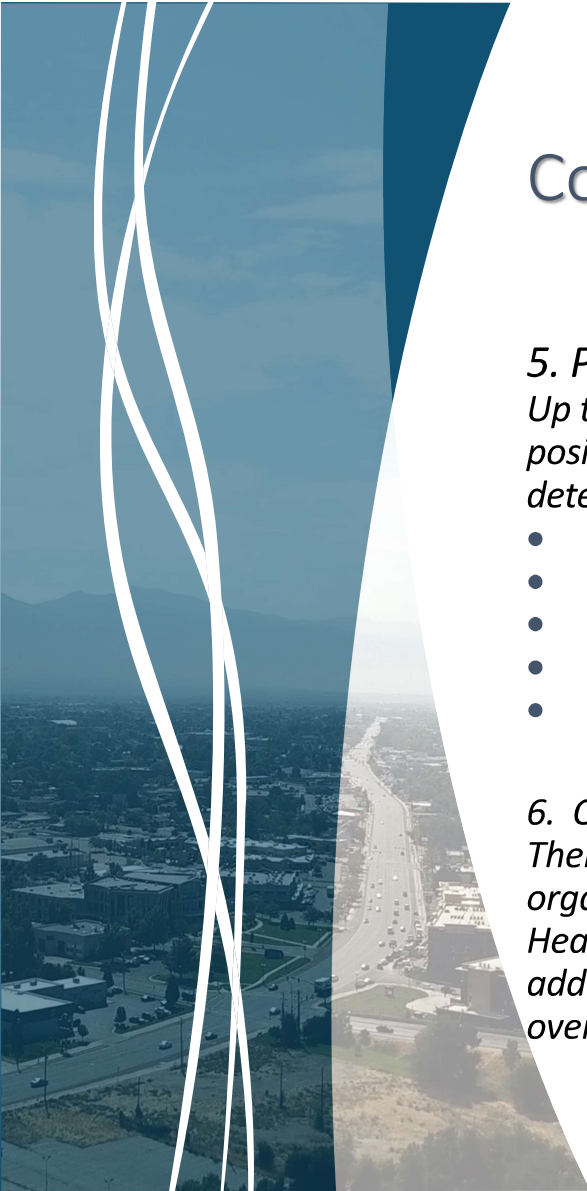
- *Moved job progression positions and other hard to fill positions to a Step in Grade Pay Plan*
- *Reduced the number of positions*
- *Simplifies recruiting and management of those certain positions*
- *Increases minimum pay range for those hard to recruit positions*
- *Provides predictability to employees*
- *Puts step progression (corresponding pay increase) in employee's hands*
- *Adjustments are made to the steps each year to keep up with market*

Clearfield Step in Grade Pay Plan															
Grade	New Title	Current Title	Department		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
1					\$10.00	\$11.00	\$12.00	\$13.00	\$14.00	\$15.00	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00
	Center Support	Building Monitor	Community Development												
		Concessions Worker	Community Services												
		Concessions Coordinator	Community Services												
		Customer Service Specialist I	Community Services												
		Customer Service Specialist II	Community Services												
		Membership Specialist	Community Services												
	Childcare Support	Daycare Assistant I	Community Services												
		Daycare Assistant II	Community Services												
		Assistant Preschool Teacher	Community Services												
	Aquatic Safety Support	Lifeguard	Community Services												
		Head Lifeguard	Community Services												
		Aquatic Program Specialist	Community Services												
	Recreation Support	Program Assistant I	Community Services												
		Program Assistant II (Rec)	Community Services												
		Program Specialist (Rec)	Community Services												
		Program Coordinator	Community Services												
2					\$15.00	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00	\$21.00	\$22.00	\$23.00	\$24.00	\$25.00
	Crossing Guard	Crossing Guard	Public Safety												
	Aquatic Program Support	Swim Instructor I	Community Services												
		Swim Instructor II	Community Services												
		Swim Instructor III	Community Services												
	Assistant Swim Team Coach	Assistant Swim Team Coach	Community Services												
	Preschool Teacher	Preschool Teacher	Community Services												
	Fitness Instruction	Fitness Instructor I	Community Services												
		Fitness Instructor II	Community Services												
		Fitness Instructor III	Community Services												
		Fitness Instructor IV	Community Services												
3					\$15.50	\$16.20	\$16.90	\$17.60	\$18.30	\$19.00	\$19.70	\$20.40	\$21.10	\$21.80	\$22.50
	Court Clerk	Court Clerk (I and II)	Executive												
4					\$16.00	\$16.70	\$17.40	\$18.10	\$18.80	\$19.50	\$20.20	\$20.90	\$21.60	\$22.30	\$23.00
	CSC Rep	Customer Service Center Representative (I,II,III)	Community Development												
5					\$16.50	\$18.00	\$19.50	\$21.00	\$22.50	\$24.00	\$25.50	\$27.00	\$28.50	\$30.00	\$31.50
	Park Maintenance Specialist	Park Maintenance Specialist (I,II,III)	Community Services												
	Utility Maintenance Specialist	Utility Maintenance Specialist(I,II,III,IV)	Public Works												
6					\$17.00	\$18.70	\$20.40	\$22.10	\$23.80	\$25.50	\$27.20	\$28.90	\$30.60	\$32.30	\$34.00
	Mechanic (A,J,M)	Mechanic (A,J,M)	Public Works												
7					\$17.50	\$18.40	\$19.30	\$20.20	\$21.10	\$22.00	\$22.90	\$23.80	\$24.70	\$25.60	\$26.50
8					\$18.00	\$19.05	\$20.10	\$21.15	\$22.20	\$23.25	\$24.30	\$25.35	\$26.40	\$27.45	\$28.50
	Dispatcher	Dispatcher (I,II,III)	Public Safety												
9					\$20.00	\$21.00	\$22.00	\$23.00	\$24.00	\$25.00	\$26.00	\$27.00	\$28.00	\$29.00	\$30.00
	Daycare Supervisor	Daycare Supervisor	Community Services												
	Head Swim Team Coach	Head Swim Team Coach	Community Services												
	Building Inspector	Building Inspector (I,II)	Community Development		\$20.00	\$21.35	\$22.70	\$24.05	\$25.40	\$26.75	\$28.10	\$29.45	\$30.80	\$32.15	\$33.50
10					\$26.00	\$27.75	\$29.50	\$31.25	\$33.00	\$34.75	\$36.50	\$38.25	\$40.00	\$41.75	\$43.50
	Police Officer	Police Officer (I,II,III,M)	Public Safety												

General Pay Plan

- *Simplified with fewer grades*
- *Grades and ranges match the market data collected, starting at a more competitive \$16/hour*
- *Merit and market adjustment determined annually as usual*

Clearfield General Pay Plan				
Grade	Title	Min	Max	
1	Communications Assistant	\$16.00	\$24.00	
	Records Technician	\$16.00	\$24.00	
2	Administrative Assistant	\$18.00	\$27.00	
	Facilities Maintenance Technician	\$18.00	\$27.00	
	IT Helpdesk	\$18.00	\$27.00	
	Marketing Coordinator	\$18.00	\$27.00	
3	Accounting Tech- Payroll	\$20.00	\$30.00	
	Accounting Tech- Utilities	\$20.00	\$30.00	
	Code Compliance Officer	\$20.00	\$30.00	
	Legal Technician	\$20.00	\$30.00	
4	Aquatics Coordinator	\$22.00	\$33.00	
	Deputy Recorder	\$22.00	\$33.00	
	Dispatch Shift Supervisor	\$22.00	\$33.00	
	Evidence Technician	\$22.00	\$33.00	
	Housing Advocate/CDBG Coordinator	\$22.00	\$33.00	
	Planner	\$22.00	\$33.00	
	Public Works Inspector	\$22.00	\$33.00	
	Records Supervisor	\$22.00	\$33.00	
5	Aquatics Supervisor	\$25.00	\$38.00	
	Customer Service Supervisor	\$25.00	\$38.00	
	Fitness Supervisor	\$25.00	\$38.00	
	Program Supervisor- Rec/Arts	\$25.00	\$38.00	
	Public Works Foreman	\$25.00	\$38.00	
	Staff Engineer	\$25.00	\$38.00	
	Victim Program Services Coordinator	\$25.00	\$38.00	
6	Accountant/Budget Analyst	\$28.00	\$42.00	
	Accountant- Senior	\$28.00	\$42.00	
	Court Supervisor	\$28.00	\$42.00	
	HR Generalist	\$28.00	\$42.00	
	IT Support	\$28.00	\$42.00	
7	Customer Service Center Manager	\$31.00	\$47.00	
	Dispatch Manager	\$31.00	\$47.00	
8	Communications Manager	\$35.00	\$52.00	
	City Recorder	\$35.00	\$52.00	
	Facilities Manager	\$35.00	\$52.00	
	Recreation Manager	\$35.00	\$52.00	
	Street Super	\$35.00	\$52.00	
	Parks Manager	\$35.00	\$52.00	
9	CAFC Manager	\$37.00	\$55.00	
	HR Manager	\$37.00	\$55.00	
	Planner- Senior	\$37.00	\$55.00	
	Sergeant	\$37.00	\$55.00	
	Utilities Super	\$37.00	\$55.00	
10		\$40.00	\$60.00	
11	Assistant City Attorney	\$43.00	\$63.00	
	Lieutenant	\$43.00	\$63.00	
12	Finance Manager	\$47.00	\$65.00	
	IT Manager	\$47.00	\$65.00	
13	Assist Chief	\$51.00	\$67.00	
	Deputy Director CSD	\$51.00	\$67.00	
	Deputy Director PW	\$51.00	\$67.00	
14	Community Development Director	\$56.00	\$74.00	
	Community Services Director	\$56.00	\$74.00	
	Public Works Director	\$56.00	\$74.00	
	Police Chief	\$56.00	\$74.00	
15	Assistant City Manager	\$59.00	\$78.00	
	City Attorney	\$59.00	\$78.00	
16	City Manager	\$64.00	\$84.00	



Compensation Study Process

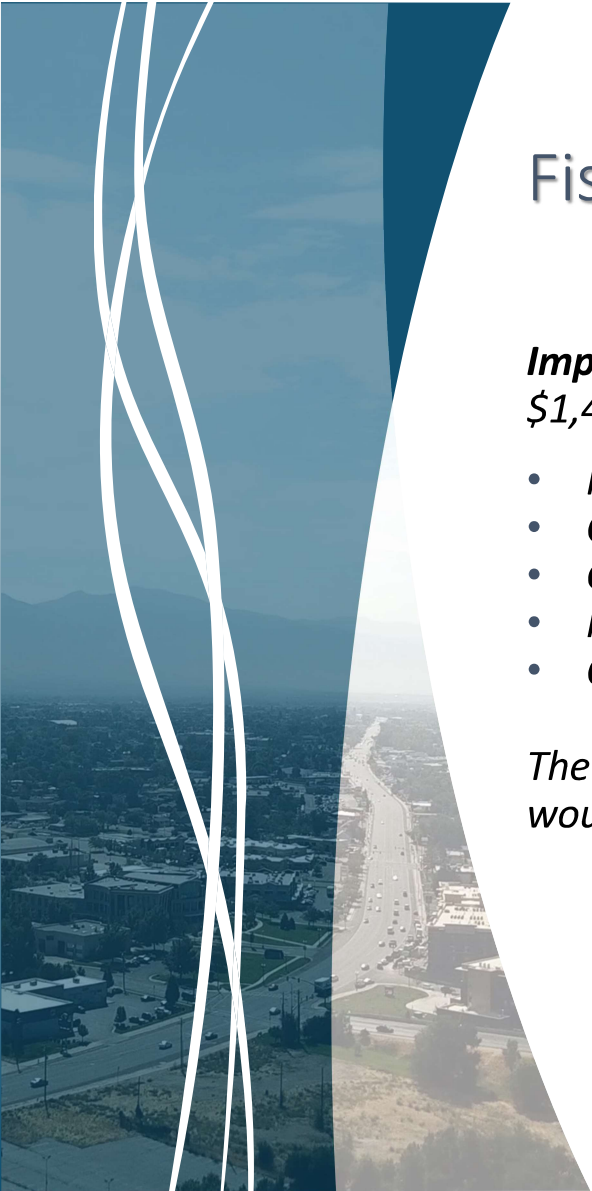
5. Pre-implementation

Up to this point in the process the team's work was focused on positions, not the incumbent of the positions. In the pre-implementation phase, we slotted the incumbents into the new grades to determine where proposed pay adjustments would be required. Pay adjustments were based on:

- *Moving incumbents into the minimum of the grade*
- *Qualifications, certifications, etc. as determined by Steps*
- *Years of service (to a certain degree)*
- *Efforts to combat "compression" issues*
- *Matching market data*

6. Ongoing Work

There are some outstanding items still to be discussed related to compensation within the organization (e.g., shift differential, PTO versus vacation and sick leave, etc). The Department Heads plan to spend some time at our upcoming retreat to delve into some of those items. In addition, if approved, we will continue work on drafting new pay policies that will reflect the work over the last few months.



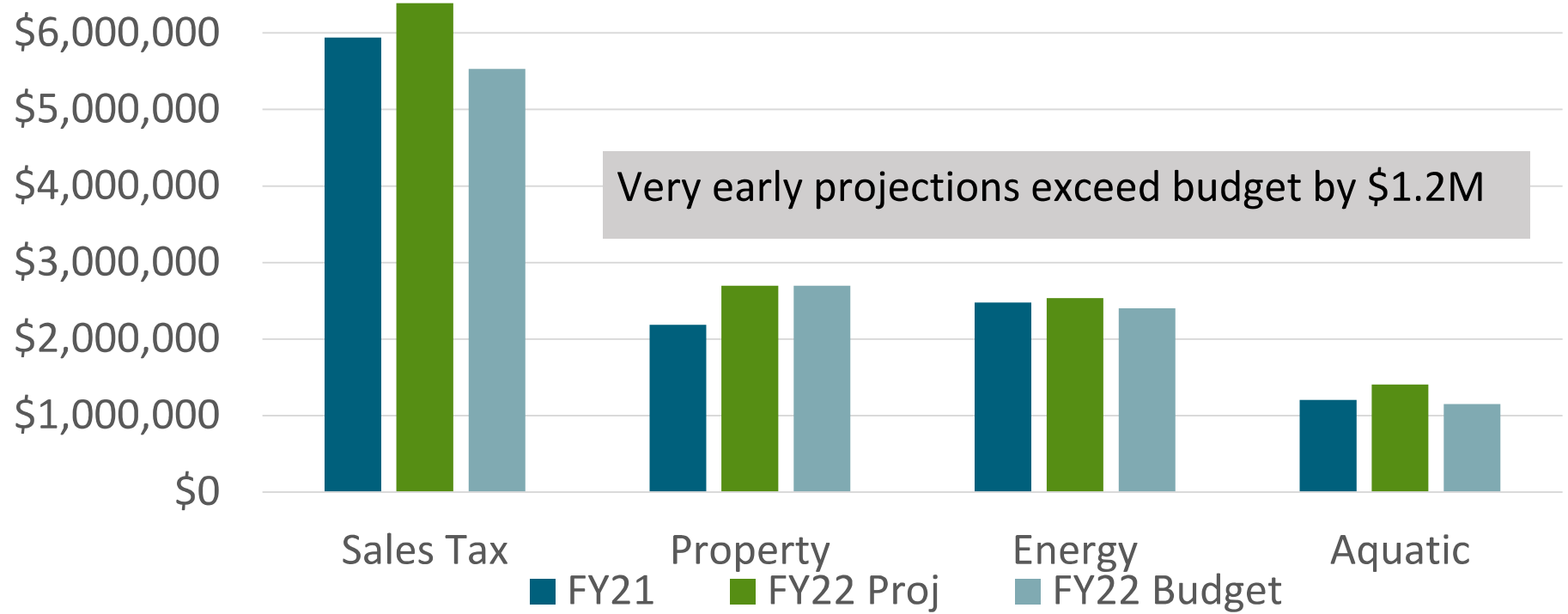
Fiscal Impact

Implementation Cost- *The ongoing cost of implementation of this compensation study is \$1,472,480 including increased payroll taxes and URS benefits.*

- *Public Safety* \$517k
- *Comm Serv* \$428k
- *General* \$223k
- *PW & Utilities* \$189k
- *Comm Dev* \$114k

The adjustment to FY 22 budget for the remainder of the year implementation would be half the annual cost.

Top Four General Revenues





Other Financial Considerations

One Time Sources

- *Building Permits*
 - *Budget - \$305k*
 - *Five months actual - \$254k*
 - *Could be as low as \$100k over budget or as high as \$800k over budget*
- *GO Bond Recapture - \$500k*
- *General Fund Reserves*
 - *FY22 Year end available cash/fund balance 28%*
 - *Each 1% of balance is \$200k*
- *Sale of Library Land*

On-going

- *Upcoming completed tax increment districts*
 - *More general property tax*
 - *RDA 7 FY25, RDA 8 FY27, RDA 9 & 10 FY28*
- *Less conservative with sales tax projections*



Next Steps

- *If agreeable to the Council, implementation of the compensation study would start with an effective date of January 2nd.*
- *Half year implementation expense would come to council as a line item on the budget amendments to be approved on January 25th.*
- *Department Heads/Division Managers would meet with staff to explain the new pay plans and where employees will fit in the new structure.*
- *The Compensation Committee would continue to draft policy.*