Total Compensation Analysis: Wages, Benefits & Classification Project

August 8, 2022
Leadership Team Meeting

PUBLIC SECTOR OVERVIEW

OUR EXPERIENCE

25+
Years working with Government Agencies

35+
Utah Public Sector Clients

Trusted to represent Utah @ request of the governor

TAILORED EVENTS

4th	Annual Local Government HR Conference April 2022
12th	Annual Turning Point Conference 2022
13th	Annual Utah Employee Benefit Study 2022

2022 LOCAL GOVERNMENT HUMAN RESOURCES CONFERENCE

TurningPoint

2022 UTAH EMPLOYEE BENEFIT STUDY

NFP

NFP specializes in the Public Sector providing over 25 years of expertise and resources. Please see a list below of some of the highlights:

RECOGNIZED EXPERTS IN THE SPACE

Work with experts on our team, who have been invited to speak for, and participate in many industry organizations, including:

- Utah Association of Counties (UAC)
- Society for Human Resource Management
- SelectHealth & PEHP Broker Advisory Boards
- Utah League of Cities & Towns (ULCT)
- The Governor's Office
- The National Association of Counties
- The National League of Cities



Project Objectives

Project Objectives

There are four key components we will address in this study:

Maintaining and managing the compensation program/structure is critical.

1.Employee Engagement Related to Employee Benefits

- Understanding employee values and drivers related to benefits

Alignment

- A review of all positions in the study to ensure each level is internally equitable and competitive with the external market

Internal Equity

- An assessment of the current classification, job evaluation, compensation, and pay delivery mechanisms

1.External Competitiveness

- Understanding how the total compensation packages in the greater Salt Lake and Davis County market for talent compare to Davis County

D4



Phases & Responsibilities

Role of the Manager/Leader

Project Sounding Board

- Project communicator (ears and eyes)
- Provide project feedback
- Job Description Process
- Manage employee expectations
- Help take internal ownership of the project
- A Davis County project, not a NFP project



Initial Phase – Project Chartering and Criteria Defined, Communication Plan to Employees and Stakeholders



Communication Plan to Employees and Stakeholders-Utilizing Multiple Methods

- Intranet
- Internal Newsletter, if applicable
- Employee Meetings on the Total Compensation Analysis: Wages, Benefits & Classification Project
- FAQs
- Branding the Project
- Dedicated email address- daviscocompproject@nfp.com

D7

Phase I – Internal Employee Benefit Survey

Employee Benefit Survey

- **Approximately Twenty-Five (25) questions**

Questions on satisfaction with:

- **Medical, vision, dental, voluntary insurances**
- **Retirement and 401(k)**
- **Benefit education**
- **Health & Wellness**



FOCUSED EMPLOYEE SURVEY DEVOTED TO BENEFITS



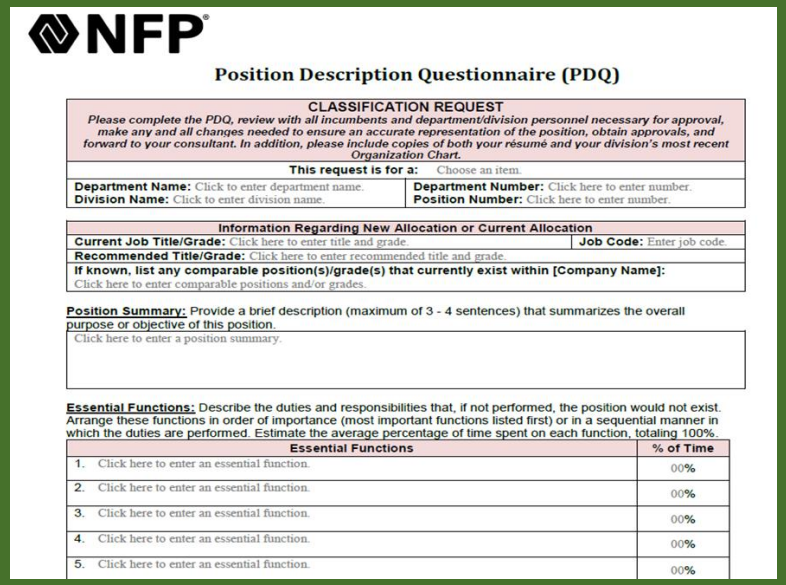
ANTICIPATED SURVEY RELEASE TO EMPLOYEES IS AROUND AUGUST 22ND



SURVEY REMAINS OPEN FOR ABOUT 20-30 DAYS

D8

Phase I – Job Analysis of Current Job Descriptions and review of Current Classification System



NFP

Position Description Questionnaire (PDQ)

CLASSIFICATION REQUEST

Please complete the PDQ, review with all incumbents and department/division personnel necessary for approval, make any and all changes needed to ensure an accurate representation of the position, obtain approvals, and forward to your consultant. In addition, please include copies of both your résumé and your division's most recent Organization Chart.

This request is for a: Choose an item.

Department Name: Click to enter department name. **Division Name:** Click to enter division name.	**Department Number:** Click here to enter number. **Position Number:** Click here to enter number.

Information Regarding New Allocation or Current Allocation

Current Job Title/Grade: Click here to enter title and grade.	**Job Code:** Enter job code.
Recommended Title/Grade: Click here to enter recommended title and grade.	
If known, list any comparable position(s)/grade(s) that currently exist within [Company Name]: Click here to enter comparable positions and/or grades.	

Position Summary: Provide a brief description (maximum of 3 - 4 sentences) that summarizes the overall purpose or objective of this position.

Click here to enter a position summary.

Essential Functions: Describe the duties and responsibilities that, if not performed, the position would not exist. Arrange these functions in order of importance (most important functions listed first) or in a sequential manner in which the duties are performed. Estimate the average percentage of time spent on each function, totaling 100%.

Essential Functions	% of Time
1. Click here to enter an essential function.	00%
2. Click here to enter an essential function.	00%
3. Click here to enter an essential function.	00%
4. Click here to enter an essential function.	00%
5. Click here to enter an essential function.	00%

Managers will review all job descriptions within each of their respective departments.

- **Human Resources will communicate process and deadlines of review**
- **Potential manager and employee involvement.**
- **Critical to have all job descriptions revised and current as we enter the next stage.**

Phase II/III – Completed Analysis, Documentation & Recommendation on the County's Total Compensation Plan

Review and recommend comparative entities to survey for the compensation and benefit survey.

Review and approve benefit survey questions.

Customized Compensation and Benefit Survey.

- NFP will develop a customized survey to be used in the collection of market data for the positions as defined in the scope of work. The survey will request data on the compensation offered by the participating agencies. This will include minimum, midpoint, maximum, actual averages and the medians of each position. NFP will request, base pay, incentive/bonus pay, other cash rewards, incumbents in job, desired market position and any other salary data that is relevant.

- In conjunction to the customized salary survey, NFP will utilize multiple survey tools that collates and aggregates data from over many sources. These tools will provide various cuts of data that will include private industry and organizations in the Davis County area. Davis County competes not only with the public sector but most of your benchmark positions also compete against the private industry. This ensures a very reliable and large database of information from hundreds of industries and including thousands of jobs.
  - CompAnalyst
  - ERI
  - Payscale
  - Compdata
  - TechNet

D10

Comparative Entities for Customized Compensation Survey

- Collaborative list recommended by both Davis County and NFP
- Open for input

	Comparative Entity		Comparative Entity
1	Bountiful City	18	Roy City
2	Box Elder County	19	Salt Lake City
3	Brigham City	20	Salt Lake County
4	Cache County	21	Sandy City
5	Centerville City	22	State of Utah
6	Clearfield City	23	Summit County
7	Clinton City	24	Sycracuse City
8	Draper City	25	Tooele County
9	Farmington City	26	Unified Police Department
10	Kaysville City	27	Utah County
11	Layton City	28	Valley Emergency Communication Center
12	Lehi City	29	Washington County
13	Murray City	30	Weber Area Dispatch 911
14	North Salt Lake City	31	Weber County
15	Ogden City	32	West Haven City
16	Orem City	33	West Jordan City
17	Provo City	34	West Point City
		35	West Valley City

Phase II/III – Completed Analysis, Documentation & Recommendation on the County's Total Compensation Plan

Collection of Data, Analysis & Reporting

- In order to demonstrate the County's market position, NFP will compile a separate summary report for each job. Each report includes a list of organizations that reported pay data and benefits for the job. For each job the consulting team will calculate the average and median, for the study cities' Minimum, Top Out and Actual Average pay rates. The summary sheet will also show the County's pay rates as a percentage of the average and median.

Deep Dive and Comparing the County's positions to the External Market

- Slot positions into job families and grades. The current classification system will be reviewed with recommendations made by NFP to improve the current system aligned with the current job market. Impact statements will be developed along with financial impacts if changes were to be made.

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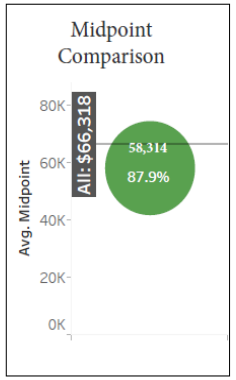
Phase V – Adoption of the Recommended County Compensation and Benefit Plans

NFP will complete a final report with an executive summary that highlights primary findings and recommendations.

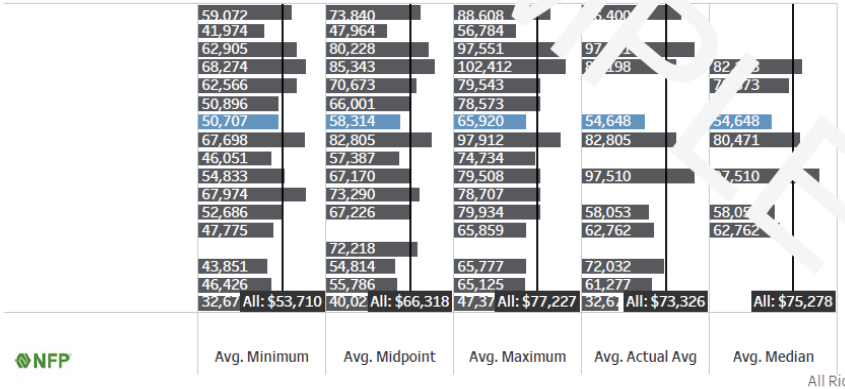
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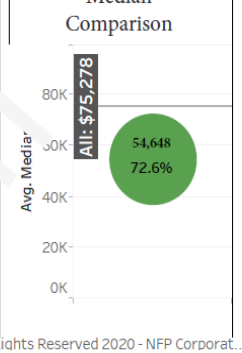
Survey Data

Entity	Avg. Minimum	Avg. Midpoint	Avg. Maximum	Avg. Actual Avg	Avg. Median	Incumbents
	59,072	73,840	88,608	86,400		1
	41,974	47,964	56,784			
	62,905	80,228	97,551	97,551		1
	68,274	85,343	102,412	82,198	82,198	1
	62,566	70,673	79,543		70,673	0
	50,896	66,001	78,573			
	50,707	58,314	65,920	54,648	54,648	1
	67,698	82,805	97,912	82,805	80,471	1
	46,051	57,387	74,734			
	54,833	67,170	79,508	97,510	97,510	1
	67,974	73,290	78,707			
	52,686	67,226	79,934	58,053	58,053	1
	47,775	65,859	65,859	62,762	62,762	2
		72,218				
	43,851	54,814	65,777	72,032		1
	46,426	55,786	65,125	61,277		1
	32,671	40,022	47,373	32,671		1



Compensation Comparison by Organization





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NAME REDACTED University Compensation Analysis 2021

Position Information		Market Data Summary - Weighted Averages	
Job Title:	Chief Financial Officer	Avg. 25th Base:	$141,457
Incumbent(s):	1	Avg. 50th Base:	$188,261
Job Code/Family:		Avg. 75th Base:	$242,292
Base:	$160,000	Avg. 25th TCC:	$167,716
TCC:		Avg. 50th TCC:	$235,440
Effective Date:		Avg. 75th TCC:	$330,432
		Above, Below, At Market:	Below Market
Job Description:	The Chief Financial Officer role is broadly defined and encompasses a leadership role that extends beyond the functional responsibilities of finance and accounting. Specifically, it is expected that the Chief Financial Officer will serve in the following additional capacities: • As a confidant and trusted advisor to the President and Executive Vice President/COO, and other members of the NAME REDACTED executive management team on matters pertaining to proper governance, compliance, financial planning & management, internal controls, constituent relations, operations performance, and organization design & development. • As a valued business partner to senior management on all governance, compliance, and fiscal matters. A sounding board whose counsel is actively sought. • As a proactive change agent and practitioner of best practices throughout NAME REDACTED (the "University"). • As a respected authority and effective liaison between the University and external constituents.		

Survey Information								
Survey:	Economic Research Institute Salary Assessor							
Job Title:	Chief Financial Officer							
Job Description	Develops the financial well-being of an organization by providing financial projections and accounting services, preparing growth plans, and directing staff. Directs and coordinates financial affairs according to financial principles and government regulations. Plans financial operational strategies by forecasting capital, facilities, and staff requirements; identifying monetary resources and developing action plans. Develops, directs, and provides financial analysis of operations by evaluating trends, studying revenue opportunities, establishing critical measurements, accumulating resources, and resolving problems.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Colleges, Universities, & Professional Schools - So Cal	34%		$124,673	$169,233	$222,045		$134,109	$181,697	$238,467
Private Professional Graduate Schools	33%		$124,594	$169,129	$221,908		$134,025	$181,586	$238,320
Nonprofits	33%		$96,454	$132,514	$173,678		$104,021	$142,421	$186,725
Overall	50%		$115,335	$157,081	$206,105		$124,152	$168,699	$221,344

Survey Information								
Survey:	CompAnalyst Market Database							
Job Title:	Chief Financial Officer							
Job Description	Responsible for developing an organization's overall financial policies. Provides strategic direction of all financial functions including accounting, budget, credit, insurance, tax, and treasury. Ensures that proper financial controls are in place and that financial transactions support the overall business strategy while conforming with applicable laws and regulations. Typically requires an advanced degree. Typically reports to Chief Executive Officer or Chief Operating Officer. May require a CPA. Executive / Officer : Top level or C level management. Responsible for the development of functional or business unit strategy for the entire organization. Defines corporate vision and strategy establishes company direction and focus. Executes multiple high impact initiatives to achieve overall corporate goals.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Colleges & Universities, $10M-$50M Revenue	100%		$167,580	$219,440	$278,480		$211,280	$302,180	$439,520
Overall	50%		$167,580	$219,440	$278,480		$211,280	$302,180	$439,520

Survey Information								
Organization:	Western Governors University							
Job Title:	Chief Financial Officer							
Job Description								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	N/A		$297,500	$350,000	$412,500		$415,500	$490,000	$577,500
Notes	46.2% Cost of Living is not reflected in the above amounts. Currently the amount of C-level bonuses are negotiated at time of hire and varies widely. In the next 12-18 months, WGU is changing C-level bonuses to percentage-based according to role and level in the organization.							

DRAFT

Project Plan Timeline

Tasks	Responsible	Start	End	Days	Status
Project Planning					
Kick-off meeting onsite.	NFP	7/20/2022	7/20/2022	0	Complete
Confirm project objectives	NFP/Davis County	7/20/2022	7/20/2022	0	Complete
Assign NFP and Davis County areas of responsibility	NFP/Davis County	7/20/2022	7/20/2022	0	Complete
Generate communication plan	NFP/Davis County	7/20/2022	Ongoing	Ongoing	In Process
Send positions and job descriptions to review	Davis County	7/20/2022	8/1/2022	12	Not started
Davis County Employee Benefit Survey					
Generate draft of Employee Benefit Survey	NFP	7/28/2022	8/5/2022	8	Not started
Davis County Review of Employee Benefit Survey	Davis County	8/1/2022	8/9/2022	8	Not started
Benefit Study distribution to employees	NFP/Davis County	8/15/2022	9/19/2022	35	Not started
Review and Analysis of Benefit Survey Results	NFP	9/20/2022	10/3/2022	13	Not started
Final Report of Employee Benefit Survey	NFP	10/5/2022	10/5/2022	0	Not started
Job Evaluation					
Human Resources will send job descriptions to each manager to review their employees' responsibilities. If necessary, NFP will assist with Position Description Questionnaires (PDQ forms) and/or desk audits.	Davis County/NFP	8/15/2022	9/9/2022	25	Not started
Market Analysis via Customized Compensation and Benefit Survey					
Confirm Entities to survey	NFP/Davis County	8/1/2022	8/5/2022	4	Not started
Develop customized survey, with review and approval by the Davis County stakeholders	NFP/Davis County	8/8/2022	8/19/2022	11	Not started
Customized survey distributed to participants	NFP	8/24/2022	9/30/2022	37	Not started
Analyze Davis County positions with NFP's compensation tools- ERI/CompAnaylst/Payscale/Compdata/TechNet	NFP	8/24/2022	10/17/2022	54	Not started
Collection and data and analysis	NFP	10/3/2022	10/31/2022	28	Not started
Salary Structure Review & Recommendations					
Market price benchmark jobs from survey	NFP	9/30/2022	10/31/2022	31	Not started
Evaluate, price, and slot non-benchmark jobs from survey	NFP	9/30/2022	10/31/2022	31	Not started
Develop and recommend a means and process to determine positions & job titles, focusing on internal & external equity. Development of statistical pay analysis and recommendations for structures	NFP	10/20/2022	11/21/2022	32	Not started
Review with the David County: Recommendations for compensation structure, job slotting, and pay range analysis	NFP/Davis County	11/21/2022	12/5/2022	14	Not started
Reporting/Recommendations & Maintenance & Training of System					
Draft of report and recommendations	NFP	1/13/2023	1/13/2023	0	Not started
Training and implementation plan, with applicable staff and HR (onsite)	NFP	1/23/2023	2/1/2023	9	Not started
Presentation of Final Recommendations					
Presentation of the results of the customized market survey and recommended changes to the current classification system	NFP	Week of 3/17/23	Week of 3/17/23	N/A	Not started
Projected Completion of Project	3/17/2023				

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COLA/Salary Increase Benchmarking for Fall Budget Considerations



- Market recommendations will be made for salary increases in time for the 2023 merit budget.



Questions



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