

Classification and Compensation Study Results



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Background

In September, 2018, staff shared the plan for modernizing the County's Pay and Classification System, with goals of.....



Establishing a compensation & performance management philosophy that supports the attraction, retention, and development of a highly qualified, motivated, diverse workforce



Developing a modern classification and compensation system that is capable of meeting the needs of a growing and evolving workforce

EMPLOYEE TRIFECTA



Creating a modern employee performance management system that focuses on the growth and development of employees

Challenges to address



Current
systems more
than 20 years
old



Current
approach does
not support a
culture of high
performance
and
accountability



Attracting and
retaining the
talent we need

Classification and Compensation Issues

- ❖ Job and title inconsistency
- ❖ Uncertainty on current job roles and where they fit within the broader County structure
- ❖ Lack of transparency into career paths, promotional opportunities or advancement potential
- ❖ Inconsistent performance management and pay practices

Development Process

Data Points

Salaries and
Performance ratings

Organizational charts
and reporting
relationships

Current classification
and compensation
policies and procedures

Interviews

County Manager's Office
and Department Heads

More than 200
employees participated
in cross-functional and
cross-departmental
manager and employee
focus groups

Market Research

Study to establish salary
market median values

Human Resources and
consultant slotted 740
proposed job titles
based on market data or
career level relationships

The Job Family Structure



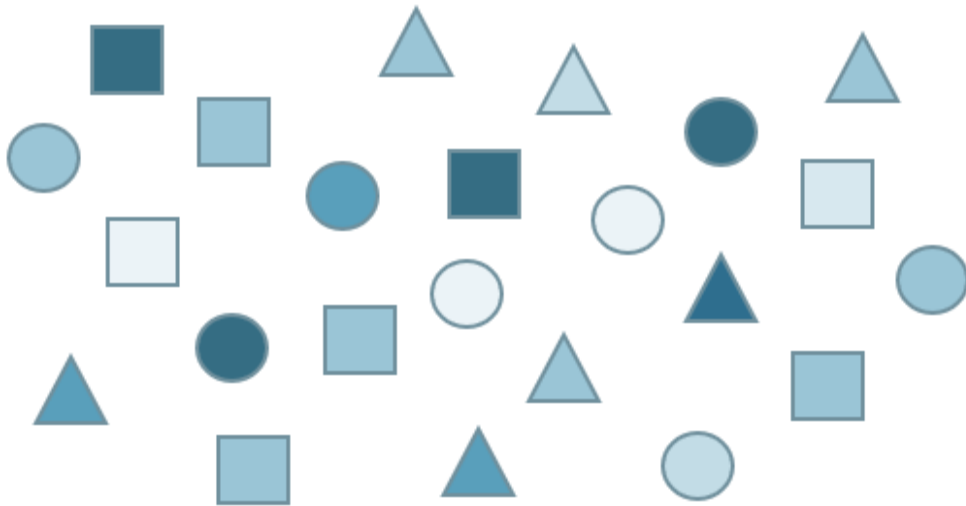
Lays the foundation
for clarity into roles, career paths, compensation potential, and titling.



















Provides the structural base to create consistency in compensation and performance management, robust employee development opportunities, and enhanced career pathing tools.

Building the Job Architecture

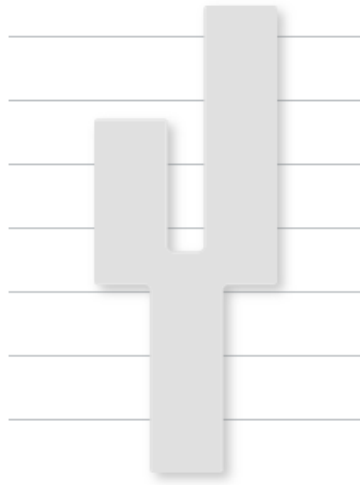
Taking Jobs across the organization...



...and creating organization specific job families, career paths, sub families and career levels

4				
3				
2				
1				

Job Family Structure



CAREER STREAMS

Represent career types within the County, characterized by unique responsibilities; created to offer alternatives for career progression for Individual Contributors

EXAMPLE
Professional Contributor



CAREER LEVELS

Represents the "placement" within the County structure and recognizes incremental changes in job scope, complexity and responsibilities

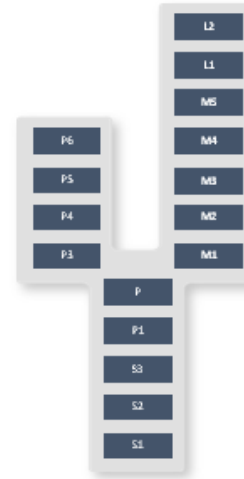
EXAMPLE
P3



JOB FAMILY

A group of jobs that use a similar body of knowledge

EXAMPLE
Finance



SUB FAMILY

Sub groups within a job family that describe more specific skills within each discipline

EXAMPLE
Accounting



JOBS

Jobs are the building blocks for a career framework, and have titles that are industry and market relevant, fitting within the culture and structure of the County

EXAMPLE
Senior Accountant

Job Classifications Before and After

329

Job Classifications Before

740

Job Classifications After

Additional Job Titles/Classes now...

- ✓ fully captures the diverse roles within the County
- ✓ better describes the role, improving recruitment success
- ✓ accurately reflects the level and work
- ✓ provides defined opportunities for career development

Amendment to Wake County Ordinance Chapter 31 will be necessary to reflect the significant changes in classification structure.

Compensation Recommendations

Pay bands new term is “Market Ranges” to indicate pay is market based; All market ranges continue to be at or above Living Wage



Establish new market range structures for CCBI, Information Technology and Medical in addition to the Legal, Sheriff and Detention existing special structures.



Significant structure revision to EMS due to market conditions that hinder recruiting efforts.



Department Heads actively involved in reviewing job families, sub families, classifications and respective market ranges.

New Salary Structure Illustration

JOB FAMILY: INFORMATION TECHNOLOGY AND SUB FAMILY END USER SUPPORT										
Job Family and Classification Title		Market Ranges								
Job Title	Career Level	Market Range	Minimum		Midpoint				Maximum	
			1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
Helpdesk Support Technician	C3	IT 10	\$43,430	\$51,029	\$51,030	\$58,629	\$58,630	\$66,229	\$66,230	\$73,830
Desktop Support Technician	C3	IT 11	\$47,770	\$56,129	\$56,130	\$64,489	\$64,490	\$72,849	\$72,850	\$81,210
IT Procurement Technician	C3	IT 11	\$47,770	\$56,129	\$56,130	\$64,489	\$64,490	\$72,849	\$72,850	\$81,210
Desktop Support Technician, Senior	C4	IT 12	\$52,550	\$61,749	\$61,750	\$70,939	\$70,940	\$80,139	\$80,140	\$89,330
Helpdesk Support Technician, Senior	C4	IT 12	\$52,550	\$61,749	\$61,750	\$70,939	\$70,940	\$80,139	\$80,140	\$89,330
Systems Administrator - End User Support	P2	IT 14	\$63,590	\$74,709	\$74,710	\$85,839	\$85,840	\$96,969	\$96,970	\$108,100
Department IT Support Supervisor	M1	IT 14	\$63,590	\$74,709	\$74,710	\$85,839	\$85,840	\$96,969	\$96,970	\$108,100
IT Support Manager	M2	IT 15	\$69,940	\$82,179	\$82,180	\$94,419	\$94,420	\$106,659	\$106,660	\$118,900
Senior Systems Administrator - End User Support	P3	IT 15	\$69,940	\$82,179	\$82,180	\$94,419	\$94,420	\$106,659	\$106,660	\$118,900
IT Systems Engineer - End User Support	P3	IT 15	\$69,940	\$82,179	\$82,180	\$94,419	\$94,420	\$106,659	\$106,660	\$118,900
VDI Engineer	P3	IT 15	\$69,940	\$82,179	\$82,180	\$94,419	\$94,420	\$106,659	\$106,660	\$118,900
IT Support Senior Manager	M3	IT 16	\$77,560	\$93,079	\$93,080	\$108,589	\$108,590	\$124,099	\$124,100	\$139,610

- New structure helps illustrate that employees may be at different career levels while in the same market range
- New structure helps illustrate that employees may move both horizontally or vertically (supervision is not the only means of increasing opportunities for professional growth)

The Big Picture

Positions with Ranges Going Up	Positions with Ranges Staying the Same	Positions with Ranges Going Down
76%	21%	3%*

*Mostly due to individual position allocations, *no salaries will be reduced*

Impact to Employees Over Max

Market range changes will reduce the number of employees over the maximum of the range by 80% from 82 to 14 employees

Employees to New Minimum

Market range movement will require approximately 300 employee salaries be adjusted to the new minimum (7% of employees)

Dollar Impact of Moves to Minimum by Dept


Department	Employees Moving to New MIN	Total Employees	% Impacted (by Department)	Salary Cost to Move to New MIN	Total Fringe
Soil & Water	2	6	33.3%	\$841	\$196
Facilities Design & Construction	1	13	7.7%	\$1,437	\$334
Register Of Deeds	1	39	2.6%	\$5,985	\$1,392
Sheriff	5	942	0.5%	\$6,136	\$1,427
Housing and Community Revitalization	4	59	6.8%	\$12,961	\$3,015
General Government	14	203	6.9%	\$39,571	\$9,205
City-County Bureau of Identification	19	79	24.1%	\$42,853	\$9,969
Community Services	52	438	11.9%	\$45,605	\$10,609
Environmental Services	25	157	15.9%	\$57,383	\$13,348
Emergency Medical Services	84	288	29.2%	\$78,875	\$18,348
Human Services	83	1543	5.4%	\$202,159	\$47,026
Grand Total	290	4066	7.1%	\$493,807	\$114,869
				PROJECTED TOTAL:	\$608,677

Additional Salary Adjustments

- Further calculations are needed to determine employee pay in relation to the new structure
- In January 2020, Human Resources will make recommendations for employee salary adjustments that are needed to maintain market positioning



Next Steps



Amend Wake County Code Ordinance, Chapter 31, Section 31.05 to address change in classification approach

Amend FY20 Personnel, Classification and Compensation Ordinance

Upon approval, notify all employees of new job classification, market range and any individual salary impact of moves to the minimum

Pay and classification changes to be effective January 1, 2020