

City of Maricopa, AZ

Classification and Compensation Study

Presentation to the City Council

November 21st, 2017

Presented by:

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Key Deliverables of the Study

- Job analysis and update of twenty-five job classifications
- Employee completion of Job Description Questionnaires (JDQs)
- Compensation survey, including salaries, policies, and pay practices
- Market comparisons
- Development of new classification/compensation plans
- Development of updated class specifications for twenty-five job titles
- Final report documenting project methodology and findings

Job Analysis

A thorough review of twenty-five job classifications was completed

- Job Description Questionnaires completed by employees and reviewed by Supervisors/Managers
- Analysis of Questionnaires with targeted follow-up interviews for seven jobs
- Identification of key characteristics to understand internal relationships of jobs such as management/supervisory responsibilities, education, experience, technical skills, etc.
- Fair Labor Standards Act (FLSA) review to confirm exemption from overtime status
- Title changes to provide consistency in use of titles (technician, supervisor, manager)
- Update/development of job descriptions

Market Assessment

Benchmark Job Identification

Selection of benchmark jobs:

- Sufficient number of benchmark jobs to statistically represent all jobs
- Widespread representing all departments
- All levels of the organization represented
- Reflects the workforce composition
- Includes representation of services provided

Resulted in:

- 60 job titles representing all 11 City Departments
- 71% all incumbents represented
- 69% of all job titles included

Peer Employers Representative of Labor Market

Peer Employers
City of Apache Junction
City of Avondale
City of Buckeye
City of Casa Grande
City of Chandler
City of Goodyear
Town of Gilbert*
Town of Marana*
Town of Oro Valley
Town of Queen Creek
Pinal County

*Did not participate in the study

Market Methodology

- Collected information on salary range minimums, midpoints, and maximums
- Peers received a custom survey with job summaries and minimum qualifications describing each benchmark so matches to actual duties and qualifications, rather than title; Segal Waters followed up with peers to ensure appropriate matches
- **Overall, we found Maricopa's pay ranges are at market at the pay range minimum, midpoint, and lagging at the maximum**

Summary of Findings- Pay Structure

- Overall, we found that Maricopa's pay structure is at market at the pay range minimum, midpoint, and lagging at the maximum, as shown below.

MARICOPA'S OVERALL MARKET POSITION BY DEPARTMENT BASE PAY RANGE ONLY

Department	Count of Job Titles	City Pay Ranges as a Percent of the Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
City Clerk	3	101%	97%	94%
City Manager	4	94%	90%	88%
Community Services	10	96%	94%	92%
Development Services	8	94%	91%	89%
Economic Development	2	90%	86%	84%
Financial Services	5	104%	99%	97%
Fire	7	101%	97%	94%
Human Resources	2	99%	94%	92%
Information Technology	4	102%	99%	97%
Police	8	96%	94%	93%
Public Works	6	105%	102%	101%
Overall Market Average		99%	96%	93%

Summary of Findings- Individual Benchmark Jobs

- The City's market position varies by benchmark job
- Pay range midpoints were used to determine if individual benchmark jobs were at, above, or below market
- Jobs with midpoints below 95% of market were identified as lagging market
- Jobs with midpoints above 105% of market were identified as leading market
- **Twenty-one (23)** benchmark jobs have ranges that are **at market**
- **Twenty-four (24)** benchmark jobs have range midpoints that are **below market**
- **Eleven(11)** benchmark jobs have range midpoints that are **above market**
- Two jobs did not have sufficient data for analysis

Summary of Findings- Pay Policies and Practices

- In general, the City's pay policies and practices are similar to peer employers
- Pay schedule designs, i.e. use of steps and open ranges, are similar to peers
- Use of performance based pay for general employees and longevity for sworn employees are approaches used by peers
- The City may consider implementation of a Tuition Reimbursement Program in the future- all other peers have tuition reimbursement

Summary of Pay Structure Recommendations

- Retain current Police and Fire Structures
- Formalize range designations and update pay structure for general employees to ensure all jobs are in a market competitive range of pay
- Modify design of general structure to reflect market by expanding range widths from 38% to 44%
- Modify part-time pay structure to maintain market competitiveness
- Four (4) new job titles
- Thirty-one job title changes
- Estimated Annual Projected Costs*: Approximately \$29,597
- Total FY Cost for Adjustments (Jan. – June): Approximately \$15,314

*Base pay only and does not include associated benefits

Further Questions

