9/24/18 item #39

Segal Waters Consulting

Webb County, TX

Employee Classification and Wage Study

Proposal Presentation

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Introduction

➤ The Segal Group is a national consultancy offering services and advice related to **compensation, benefits, and human resources**

- Founded in 1939
- Independent, privately-held corporation
- 24 office locations, including Dallas and Houston, with more than 1,000 employees

➤ Our consulting team has a **strong background** in conducting research and providing customized recommendations and advice regarding:

- Market benchmarking
- Pay system design
- Classification structure analysis
- Job evaluation (internal equity)
- Pay equity analysis
- Performance management
- Cost modeling
- Employee communication

➤ Our consulting team consists of 18 professional staff who serve public entities nationwide

Segal Waters' Texas Experience

- **Bexar County**
- **Harris County Appraisal District**
- **Jackson County**
- **Johnson County**
- **Smith County**
- City of Austin
- City of Austin – Austin Energy
- City of Austin – Transportation Department
- City of Bryan
- City of Carrollton
- City of College Station
- City of Fort Worth
- City of Garland
- City of Houston
- City of League City
- City of San Antonio
- City of San Marcos
- City of Wylie
- Denton County Transportation Authority
- Harris County Transportation Authority
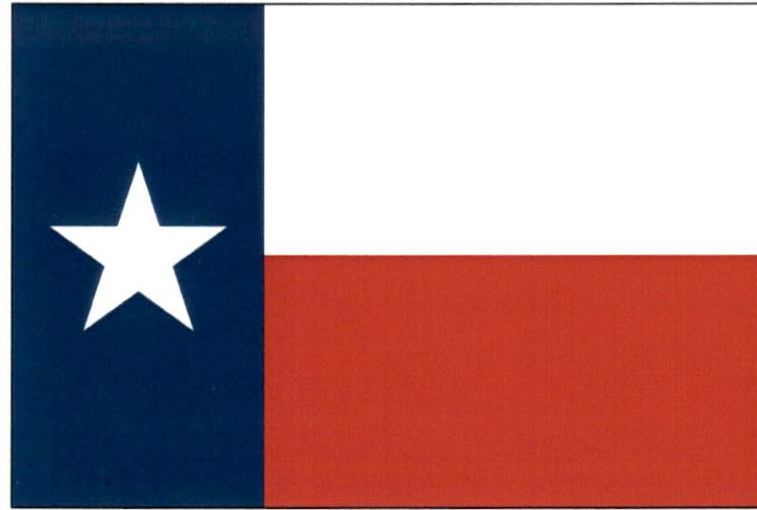
- Port of Houston Authority
- Greenville Electric Utility System
- Guadalupe-Blanco River Authority
- Kerrville Public Utilities Board
- New Braunfels Utilities
- Trophy Club Municipal Utility District
- Employees Retirement System of Texas
- College of the Mainland
- Collin County Community College
- Texas A&M University Libraries

Segal Provides Client Focused Solutions

"Working as part of your team."

"Customized, practical and enduring solutions."

"Partnering in a strategic and collaborative manner and keeping you informed."

"Application of deep public sector expertise and organizational knowledge."

Team Consistency—Our project team will work with you throughout the project. You'll work with our senior consultants day-to-day, not just when there is a meeting with senior management.

We are creative, yet practical in the solutions we develop— We think out-of-the-box and present solutions tailored to your organization, people, and rewards strategies.

Our approach is highly collaborative—We take the time to share progress, confirm direction and share insights gained throughout each step of the project. We will continue to keep you informed and work together.

We ask thoughtful questions and we listen—We identify the issues and challenges you are facing and provide our first-hand experience and solutions based on our work with other public entities.

Our approach is flexible and designed to meet the needs of Webb County.
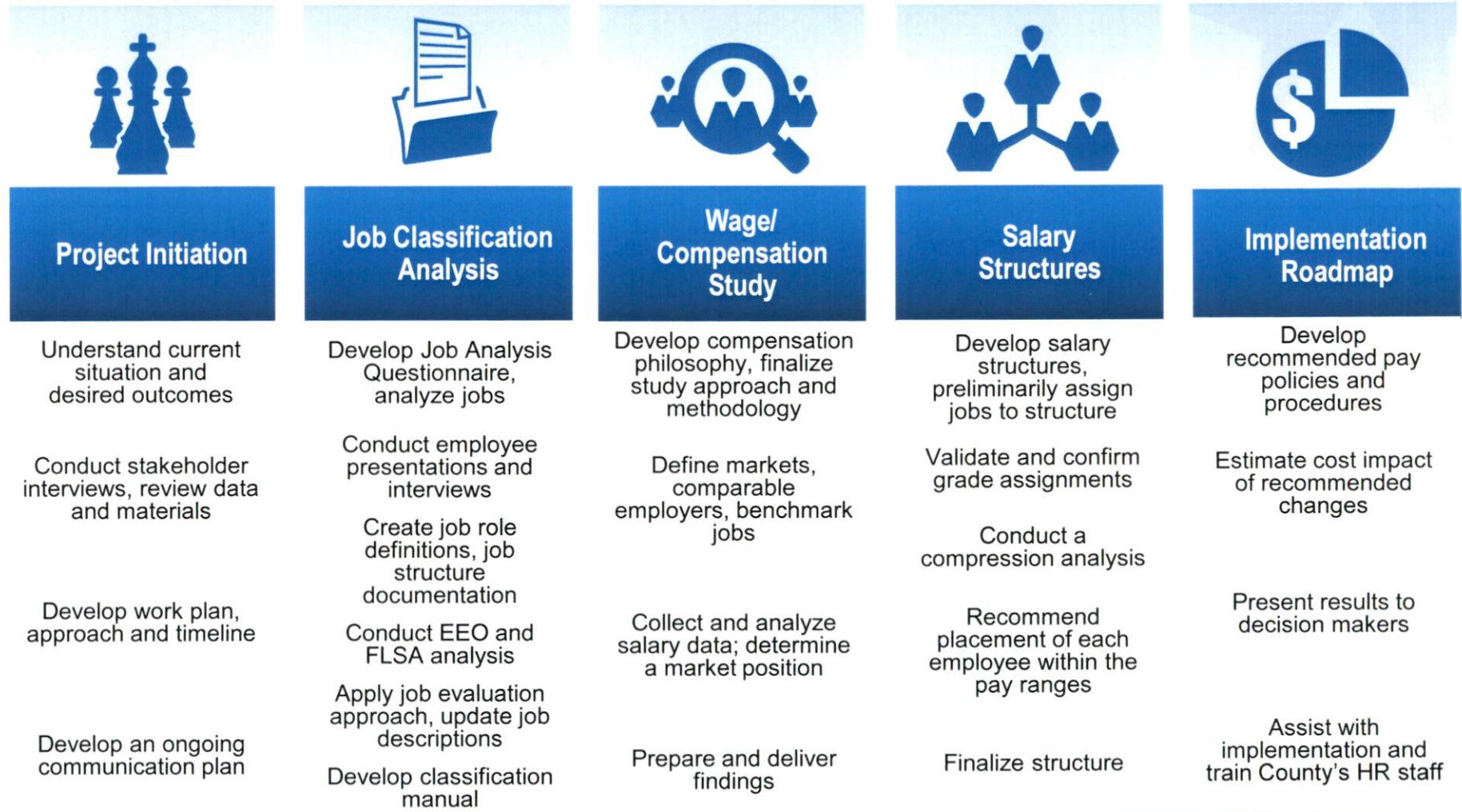
Webb County's Situation and Project Objectives

➢ Webb County is the largest county in South Texas and borders Mexico.

➢ The County's current classification and wage system has been in place since fall 2014.

➢ County has 824 full-time employees represented by 475 job titles; 490 County employees are civil service employees.

➢ The study will develop and implement a classification and wage plan that will:

- Ensure positions performing a similar level of work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together
- Provide salaries commensurate with assigned duties
- Provide justifiable pay differentials between grades/levels
- Ensure salaries are current with relevant job markets

Project Summary
Overview of Major Work Steps

Project Initiation	Job Classification Analysis	Wage/ Compensation Study	Salary Structures	Implementation Roadmap
Understand current situation and desired outcomes	Develop Job Analysis Questionnaire, analyze jobs	Develop compensation philosophy, finalize study approach and methodology	Develop salary structures, preliminarily assign jobs to structure	Develop recommended pay policies and procedures
Conduct stakeholder interviews, review data and materials	Conduct employee presentations and interviews	Define markets, comparable employers, benchmark jobs	Validate and confirm grade assignments	Estimate cost impact of recommended changes
Develop work plan, approach and timeline	Create job role definitions, job structure documentation	Collect and analyze salary data; determine a market position	Conduct a compression analysis	Present results to decision makers
	Conduct EEO and FLSA analysis		Recommend placement of each employee within the pay ranges	
Develop an ongoing communication plan	Apply job evaluation approach, update job descriptions	Prepare and deliver findings	Finalize structure	Assist with implementation and train County's HR staff
	Develop classification manual			

We estimate the project will take approximately seven (7) months

Examples of Project Deliverables
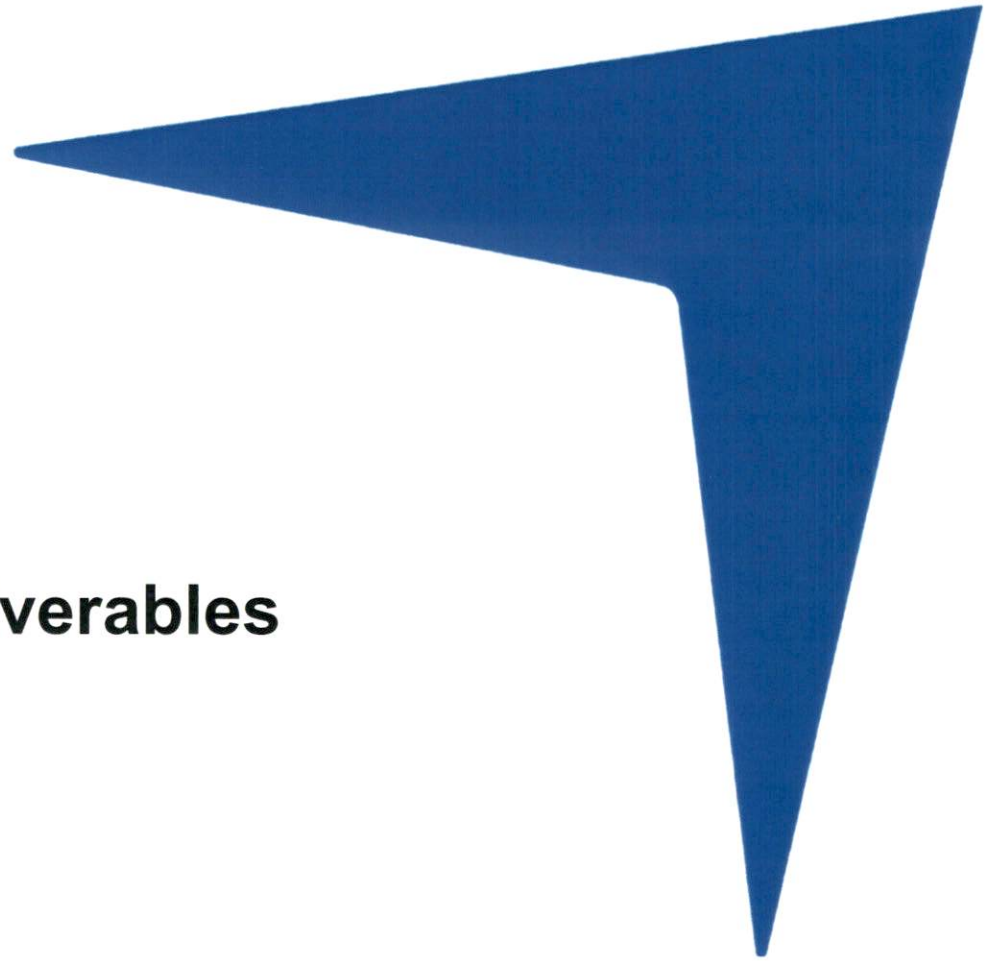
Sample Segal Evaluator™ Job Evaluation Workbook

Segal Recommended Job Title	JE Grade	JE Points	Formal Education	Experience	Management & Supervision	Human Collaboration	Freedom to Act	Technical Skills	Fiscal Responsibility	Working Condition
Senior Management Analyst	111	643	Bachelor's Degree	3 to 5 year's experience	Supervising semi complex work	Policy recommendations with moderate impact	Limited direction with moderate impact	Moderate skills and comprehensive application	Moderate fiscal responsibility	Good conditions with occasional physical effort
Management Analyst	109	509	Bachelor's Degree	1 to 3 year's experience	Occasional direction of semi complex work	Policy recommendations with moderate impact	General direction with moderate impact	Moderate skills and advanced application	Moderate fiscal responsibility	Good conditions with little physical effort
Management Assistant	108	458	Bachelor's Degree	Up to 1 year experience	None	Negotiating interaction with moderate impact	General direction with moderate impact	Advanced skills and standard application	Limited fiscal responsibility	Good conditions with little physical effort
Senior Administrative Assistant	107	436	6 months + training beyond High School	3 to 5 year's experience	Lead worker of semi complex work	Negotiating interaction with moderate impact	General direction with moderate impact	Standard skills and comprehensive application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant III	105	360	6 months + training beyond High School	3 to 5 year's experience	Occasional direction of semi complex work	Negotiating interaction with moderate impact	Procedural direction with moderate impact	Standard skills and advanced application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant II	103	293	High School diploma or equivalency	1 to 3 year's experience	Occasional direction of semi complex work	Advising interaction with moderate impact	Procedural direction with moderate impact	Standard skills and advanced application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant I	101	194	High School diploma or equivalency	Up to 1 year experience	None	Advising interaction with moderate impact	Immediate direction with moderate impact	Standard skills and application	None	Good conditions with little physical effort

Our job classification workbook facilitates modeling of changes to the class structure

Compensation Market Database

➢ Segal Waters will design a database to support our analysis and populate the database with the information collected from the surveys.

➢ Segal Waters will analyze the survey data to determine the County's market position relative to the market average minimum, midpoint, and maximum pay rate for each benchmark job title.

➢ Additionally, Segal Waters will compare these averages to the County's pay ranges to determine the market position for each job title.

➢ The Access database **will become the property of the County** upon completion of this project for future analyses.

Sample Compensation Table

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Client Name
APPENDIX B - Detailed Market Data (Adjusted)

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Account Clerk I Accounting/Finance/Business					
Respondent	**Matching Job Title**	**FLSA Status**	**Pay Range Minimum Base Salary**	**Pay Range Midpoint Base Salary**	**Pay Range Maximum Base Salary**
Public Sector Data Sources					
Peer 1	Account Clerk I		$40,702	$42,492	$44,282
Peer 10	Accounting Specialist	NE	$31,784	$36,158	$40,532
Peer 11	Fiscal Technician	NE	$28,729	$37,707	$46,684
Peer 12	Accounting Support I	NE	$31,013	$41,350	$51,687
Peer 2	No Match		NA	NA	NA
Peer 3	Account Clerk I	NE	$32,475	$34,384	$36,292
Peer 4	Account Clerk I	NE	$39,204	$41,476	$43,749
Peer 5	Accounting Assistant I	NE	$35,363	$37,163	$38,963
Peer 6	Accounting Clerk	NE	$32,490	$39,033	$45,575
Peer 7	Account Clerk	NE	$22,637	$30,184	$37,730
Peer 8	Account Clerk	NE	$36,426	$41,943	$47,460
Peer 9	Accounting Assistant I	NE	$28,899	$32,854	$36,808
Client Name		NE	**$32,819**	**$34,889**	**$36,959**
Public Sector Market Average			**$32,702**	**$37,704**	**$42,706**
Client Name As a % of Public Sector Market Average			100%	93%	87%
Private Sector Data Sources					
Published Data Source 1	Accounting Clerk 2		$32,248	$34,640	$37,662
Published Data Source 2	Accounting Clerk Level 2		$32,997	$34,755	$38,376
Published Data Source 3	No Match		NA	NA	NA
Published Data Source 4	No Match		NA	NA	NA
Client Name		NE	**$32,819**	**$34,889**	**$36,959**
Private Sector Market Average			**$32,622**	**$34,698**	**$38,019**
Client Name As a % of Private Sector Market Average			101%	101%	97%
Client Name		NE	**$32,819**	**$34,889**	**$36,959**
Overall Comparator Market Average			**$32,690**	**$37,241**	**$41,985**
Client Name As a % of Overall Market Average			**100%**	**94%**	**88%**

NA = Data Not Available
All data is adjusted based on geographic differences in the cost of labor, effective date of published data, and/or differences in workweek definition, as applicable

Sample Compensation Report

Job Family and Benchmark Title	# of Matches	Client as a % of the Overall Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Building Maintenance				
Custodian	12	92%	88%	85%
Electrician (Journey)	12	113%	103%	96%
Groundskeeper	13	113%	110%	107%
HVAC Supervisor	12	102%	97%	93%
Locksmith	16	104%	99%	95%
Courts				
Bailiff	13	94%	91%	88%
Counseling Services Coordinator	9	114%	110%	106%
Warrant Officer	13	116%	109%	102%
Information Technology				
Application Support Analyst	11	102%	100%	98%
Multimedia Support Technician	12	96%	91%	87%
Systems Administrator	13	95%	88%	82%
Juvenile Department				
Director of Intake Services	12	100%	93%	87%
Health Services Coordinator	9	112%	104%	98%
Lead Cook	14	101%	103%	103%
Legal Assistant	9	101%	101%	101%
Victim Services Coordinator	11	102%	102%	101%
Medical Examiner				
Administrative Assistant	9	112%	103%	97%
Chief Medical Examiner	10	113%	108%	102%
Medical Death Investigator	5	103%	93%	79%
Planning Department				
GIS Administrator	13	95%	94%	92%
Principal Planner	13	91%	87%	82%
Sanitarian	8	106%	104%	102%

Why Segal Waters?

Expertise

Local area and nationwide experience with public sector clients including counties.

Consulting Approach

We listen and provide customized approaches to facilitate successful change.

Trusted Advisors

We are proud of our firm's reputation for reliability, dependability, and trustworthiness.

Transfer of All Tools and Materials

At the end of the project, we will provide you with all materials and tools developed for the project, including the market study database.

Proven Results

Success is defined by balancing the interests of employers and their workforces.
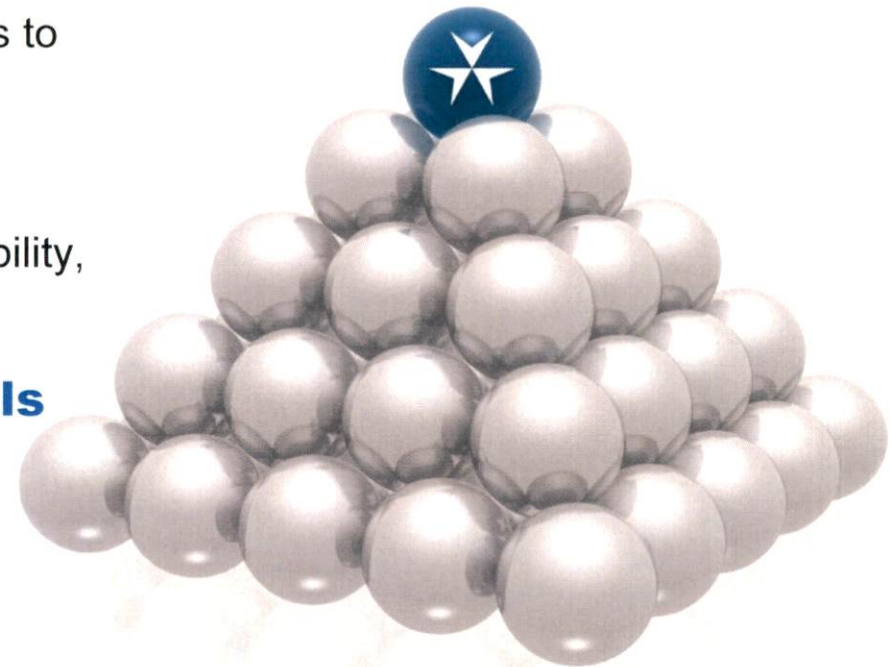
A Tradition of Trust | A Commitment to People

Thank You! Any Questions?

✳ Segal Waters Consulting

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