



Presentation



Compensation and Classification Study

November 10, 2020

Study Goals and Objectives

- ✓ Perform a Compensation, Classification and Benefits Review.
- ✓ Compare compensation to relevant labor markets/competitors.
- ✓ Ensure that positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, are classified together.
- ✓ Develop a competitive classification and compensation structure.
- ✓ Scope includes approximately 279 positions in 160 job titles.



Suggested Compensation Philosophy Statement....

Levy County:

- is committed to a fair, consistent, and competitive compensation system that supports the mission and vision of the County;
- seeks to attract and retain a highly engaged, qualified and diverse workforce through competitive pay practices;
- seeks to preserve fiscal responsibility.



Methodology



MAG's Review of Markets

- ✓ Artesian Water
- ✓ Bayhealth Hospital, Kent Campus
- ✓ Chesapeake Utilities
- ✓ City of Dover
- ✓ Middletown
- ✓ New Castle County
- ✓ Newark
- ✓ Queen Anne's County
- ✓ Salisbury
- ✓ State of Delaware
- ✓ Sussex County
- ✓ Tidewater Utilities
- ✓ Wicomico County
- ✓ Wilmington, DE
- ✓ Worcester County



Market Position...



Market Position
Lead, Align, Lag

Align – MAG has aligned the overall structure to the market average.

Job Placement – MAG has placed all job titles and occupational families in market alignment.

Market Relationship...

Overall Comparison to Minimums: 6.58%

Overall Comparison to Midpoints: -2.02%

Overall Comparison to Maximums: -11.60%



Benefits...

- Kent County is above the market average in terms of overall cost of benefits.
- Kent County is slightly above average for the average amount for employer contributions to employee healthcare, and well above the average amount for dependent healthcare.
- Kent County is slightly ahead of the average in terms of additional compensation to its on-call employees.
- Kent County leads the market for days of leave that can be carried over. The County could gradually reduce the number of days carried over.
- Kent County is slightly ahead of the market in terms of total leave days provided.



Recommendations

- ✓ Unified Plan created for all position titles.
- ✓ MAG recommends setting the ranges at 46%, (minimum to maximum).
- ✓ There is 5% between proposed grades.
- ✓ A step plan is recommended with 20 steps, at 2% between steps.
- ✓ Results:
 - ✓ Establish a competitive position overall and for all jobs.
 - ✓ Make the entry levels competitive.
 - ✓ Bring the ranges in line with market results.



Implementation

- ✓ The recommended implementation target date is set at January 1, 2021.
- ✓ First action step is to ensure employees are brought to range minimums.
- ✓ Second action step is to place employees on next step.
- ✓ Implementation cost is on the following page:



Estimated Annualized Costs Calculations at Market Average of overall market data)

Total of 279 Positions	Annualized Impact
Adjustment to Minimums (66 people)	\$ 150,213
Step adjustments (277 people)	\$ 121,858
Total Annualized Adjustments	\$ 272,071
Number of people with adjustments of any kind (not adjusted: 2 people exceed proposed maximum)	277
Change in Total Payroll for included positions	1.83 %



Transition Plan

Next steps include the following:

- ✓ Adopt the new compensation plan structure and ranges.
- ✓ Adopt the classification levels.
- ✓ Administrative assignment of incumbents to classifications.
- ✓ Implement new structure and equity adjustments effective January 1, 2021.

