

# St. Francois County Compensation Study Results

CBIZ Compensation Consulting | September 6, 2022



Your Team.

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# Introduction

## CBIZ Compensation Consulting

- Joe Rice – Director, Compensation Consulting

Your Team.

# NATIONAL SCALE

6,000+

Team Members

100+

Offices

31

States

20

Major Markets

**More than 100 offices and 6,000 team members in major metropolitan areas and suburban cities nationwide, serving more than 82,000 clients**





# About CBIZ Compensation Consulting

National compensation consulting practice for CBIZ.

Based in St. Louis, Missouri.

Team of compensation professionals serving clients from coast to coast.

Extensive experience working in the public sector, in particular Missouri municipalities, counties, and state agencies.



# Overview

Project Overview

Recommendations

Answer Your Questions

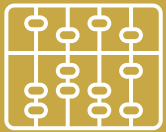
# Project Overview





# What is market pricing?

## VALUATION OF PAY FOR JOBS IN THE EXTERNAL LABOR MARKETS



### VALUATION OF PAY

- Analyze published survey data and/or public records
- Compile statistical data



### FOR JOBS

- Job-based exercise—not person-based
- Focused on scope of job: duties, responsibilities, qualifications, etc.



### IN THE EXTERNAL LABOR MARKETS

- Define the labor market
- Tied to compensation philosophy

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# Launched Project

## Planning meeting with internal project team

- Compensation philosophy
  - Labor markets: industry, geography, size
  - Market placement

## Data gathering

- Collected census file, job descriptions



# Project Steps

## Market Analysis

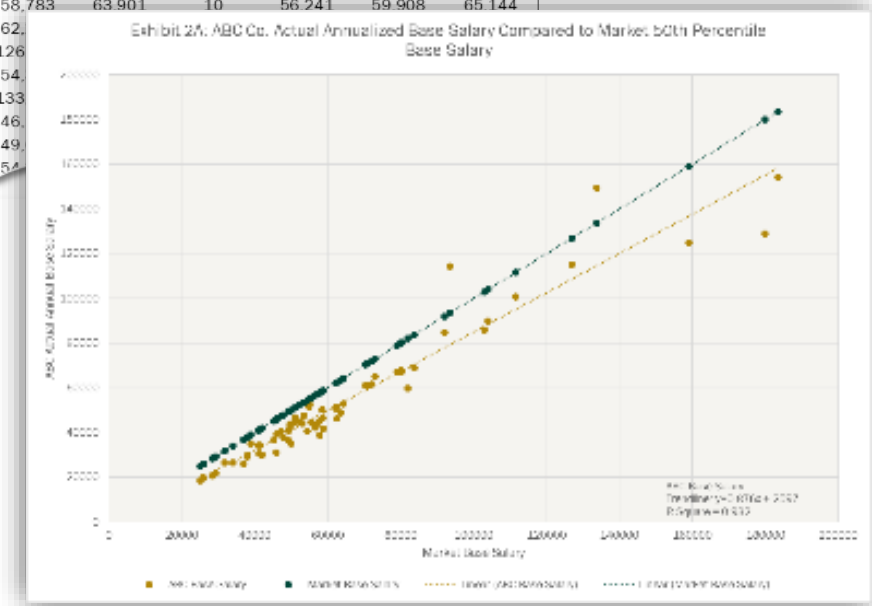
- Published survey data

## Summarize data

- Aggregate market percentiles
- Base salary
- Total cash compensation

ABC Co.  
Preliminary Compensation Study Results  
Exhibit 1 - Market Summary  
Data Effective July 1, 2021

CBI/ Code	Annualized Average Base	Annualized Average Total Cash	Current Job Title	Market Base Salary			Proposed Pay Grade	Market Total Cash Compensation		
				25th	50th	75th		25th	50th	75th
100	30,042	30,042	Accounting Specialist	39,499	42,065	45,423	7	40,335	42,959	46,391
101	35,085	35,085	Administrative Assistant	36,586	38,948	42,098	6	37,107	39,506	42,704
181	43,629	43,629	Archives Librarian	52,686	56,267	61,394	9	53,673	57,346	62,589
107	46,863	46,863	Benefits Coordinator	47,725	51,029	55,389	8	48,734	52,114	56,570
187	40,842	40,842	Bibliographer	46,807	49,391	53,202	8	57,408	60,866	65,818
102	41,614	41,614	Communications Specialist	55,205	58,783	63,901	10	56,241	59,908	65,144
104	50,825	50,825	Content Managing Editor	59,230	62,111	66,111	10	60,111	63,111	67,111
105	115,200	135,200	Controller	110,399	126,111	131,111	12	115,111	130,111	135,111
112	40,621	40,621	Development Coordinator	50,246	54,111	58,111	9	51,111	55,111	59,111
115	149,287	159,287	Director, Planning & Systems	120,153	133,111	146,111	13	125,111	138,111	151,111
116	39,255	39,255	Early Childhood Specialist	43,296	46,111	49,111	8	44,111	47,111	50,111
165	42,330	42,330	Education Supervisor	45,993	49,111	52,111	9	46,111	49,111	52,111
117	51,490	51,490	Electrician	51,867	54,111	57,111	9	52,111	55,111	58,111



# Base Salary Compared to Market 50th Percentile

## Base Salary



# Designed Staff Salary Structure

<i>Grade</i>	<i>Minimum</i>	<i>Midpoint</i>	<i>Maximum</i>	<i>Range Spread</i>	<i>Midpoint Differential</i>
1	\$27,111	\$30,500	\$33,889	25%	
2	\$29,280	\$32,940	\$36,600	25%	8.0%
3	\$30,935	\$35,575	\$40,215	30%	8.0%
4	\$33,410	\$38,421	\$43,433	30%	8.0%
5	\$35,642	\$41,879	\$48,116	35%	9.0%
6	\$38,850	\$45,648	\$52,447	35%	9.0%
7	\$42,346	\$49,757	\$57,167	35%	9.0%
8	\$46,581	\$54,732	\$62,884	35%	10.0%
9	\$49,147	\$60,205	\$71,264	45%	10.0%
10	\$54,062	\$66,226	\$78,390	45%	10.0%
11	\$59,468	\$72,849	\$86,229	45%	10.0%

# Designed Police Salary Structure

<i>Grade</i>	<i>Minimum</i>	<i>Midpoint</i>	<i>Maximum</i>	<i>Range Spread</i>	<i>Midpoint Differential</i>
1P	\$36,478	\$41,038	\$45,598	25%	
2P	\$38,418	\$45,142	\$51,865	35%	10.0%
3P	\$42,260	\$49,656	\$57,051	35%	10.0%
4P	\$46,486	\$54,621	\$62,756	35%	10.0%
5P	\$51,135	\$60,083	\$69,032	35%	10.0%

# Classify Jobs

Based on relationship of market 50<sup>th</sup> to range midpoint

- Rounding process

Grades are comprised of jobs with similar market value

Adjustments made for internal equity

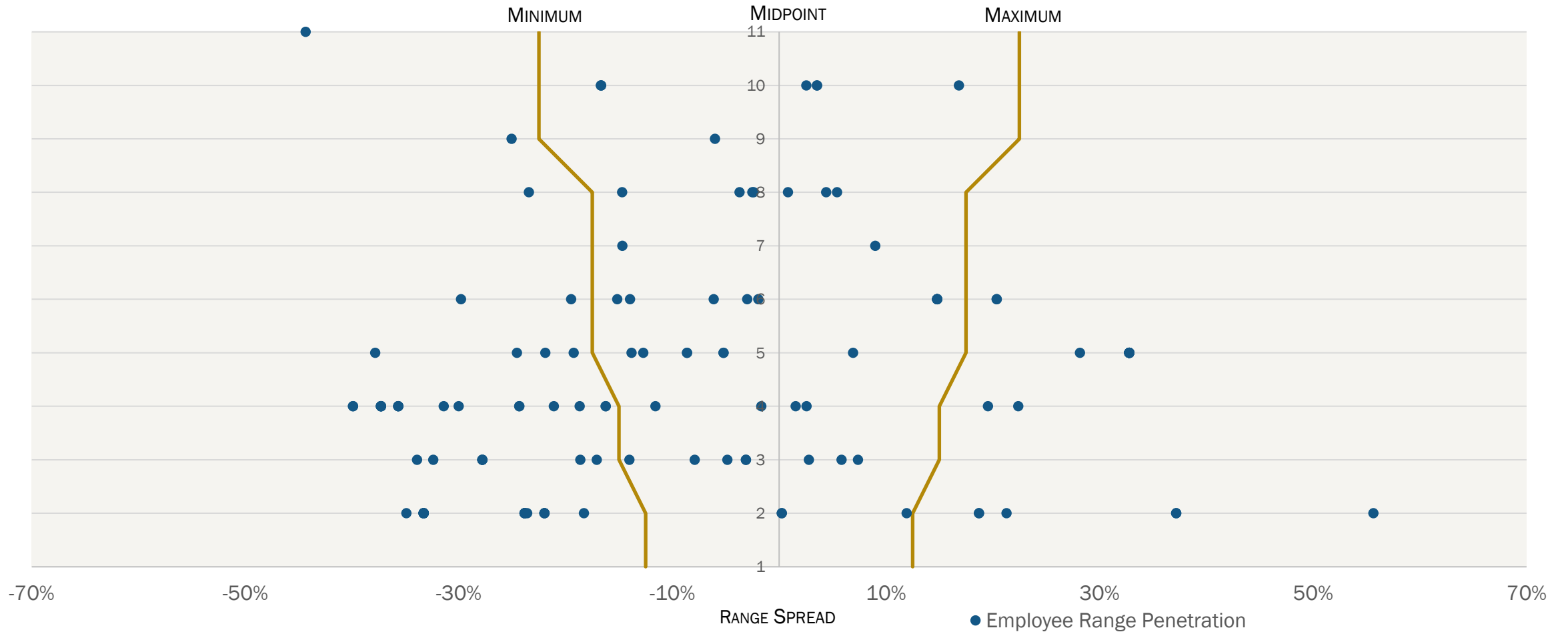
EXAMPLE:

Job Title: Job XYZ

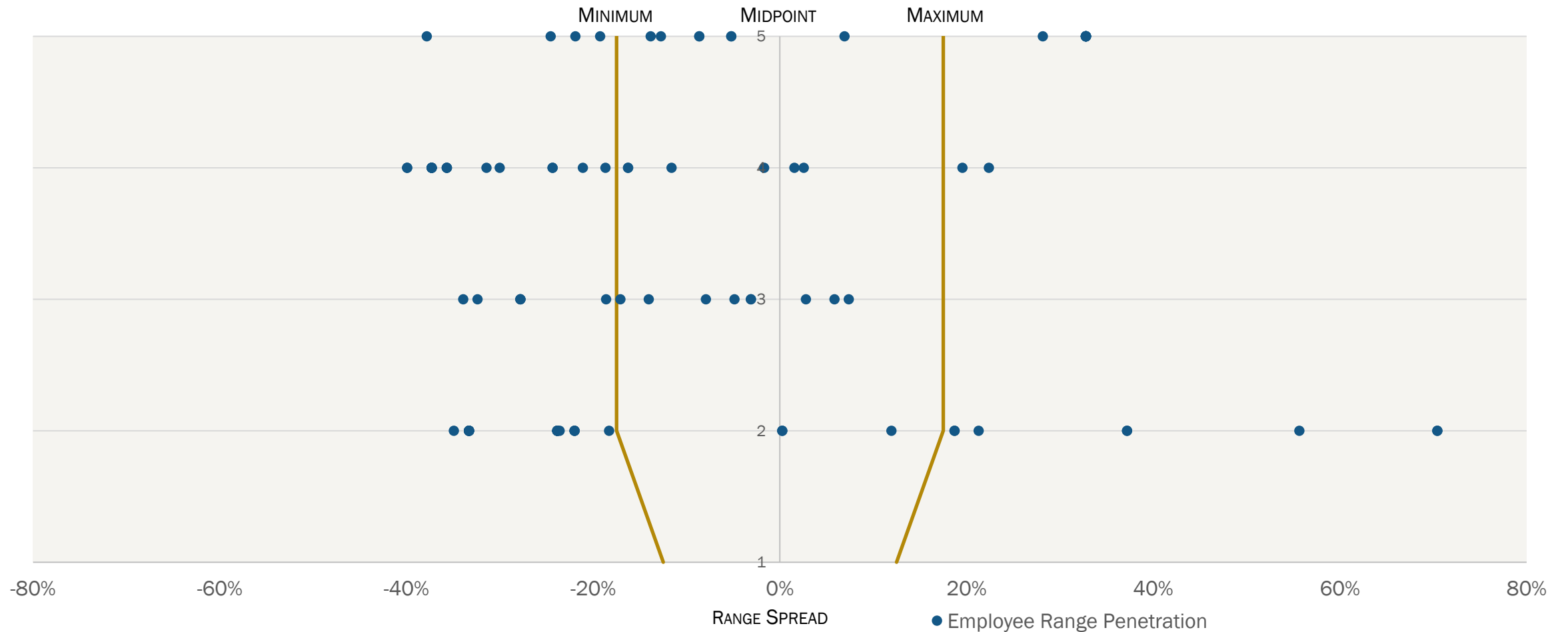
Market Median: \$35,455

Salary Grade	Minimum	Midpoint	Maximum
1	\$24,778	\$30,972	\$37,166
2	\$27,398	\$35,618	\$43,837
3	\$31,508	\$40,960	\$50,413

# Staff Structure: Employee Placement within the Proposed Salary Range



# Police Structure: Employee Placement within the Proposed Salary Range





# Financial Impact Analysis

Integration of structure with employee data

Identify below min/above max of base pay ranges

	BELOW SALARY RANGE MINIMUM	ABOVE SALARY RANGE MAXIMUM
NUMBER OF EMPLOYEES	70	23
TOTAL AMOUNT (\$)	\$278,771	\$131,682
TOTAL AMOUNT AS A % OF PAYROLL	3.2%	1.5%

# Financial Impact Analysis

Compression adjustments provide an increase between current salary and the calculated ideal range placement.

The ideal range placement is modeled based on an employee's time in current role.

- Employees move 5% through the range per year of service (i.e., move from minimum to maximum in 20 years)
- Pay advancement is capped at 75% range penetration (i.e.,  $\frac{3}{4}$  through the pay range)

	COMPRESSION ADJUSTMENTS
NUMBER OF EMPLOYEES	96
TOTAL AMOUNT (\$)	\$252,339
TOTAL AMOUNT AS A % OF PAYROLL	2.9%



# Preliminary results review

Met with project team to review draft results of the full analysis

Evaluated market data results, survey matching, and recommendations

Modeled additional implementation strategies and costs

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# Ongoing Administration

## Draft policies and procedures

- Annual compensation planning
- Pay increase recommendations
- Hiring pay/Promotions/demotions
- Job classification/reclassification
- Assigning new jobs to the pay structure

## Annual salary planning letter

- Salary increase trends
- Structure adjustments

# Compensation Study Results

Category	Rationale	Cost	% of Payroll
Increase to Minimum:	<ul style="list-style-type: none"><li>At risk of losing employees due to pay</li></ul>	\$278,771	3.2%
Compression Increase:	<ul style="list-style-type: none"><li>Alleviate pay compression based on time in role and performance</li></ul>	\$252,339	2.9%
<b>Total Increases:</b>		<b>\$531,110</b>	<b>6.1%</b>

# — Recommendations



# Salary Actions

**Start the process to increase all employees to the minimum of their respective proposed salary ranges.**

- The range minimum represents the level at which entry-level pay can be considered market-competitive.
- Implementation of the compensation plan should occur uniformly across all positions to avoid pay equity issues.

**Consider adopting the compression-based pay adjustments**

- This will ensure employee compensation is aligned with experience and performance
- Alleviating compression will allow for enhanced flexibility when onboarding new employees



# Annual Salary Actions

**Budget for market competitive pay increases**

**Apply an adjustment factor to the salary structure to adjust the range parameters and step amounts.**

**This ensures that the new compensation system remains competitive for years to come.**

- Minimums stay competitive to the market
- Maximums stay appropriate

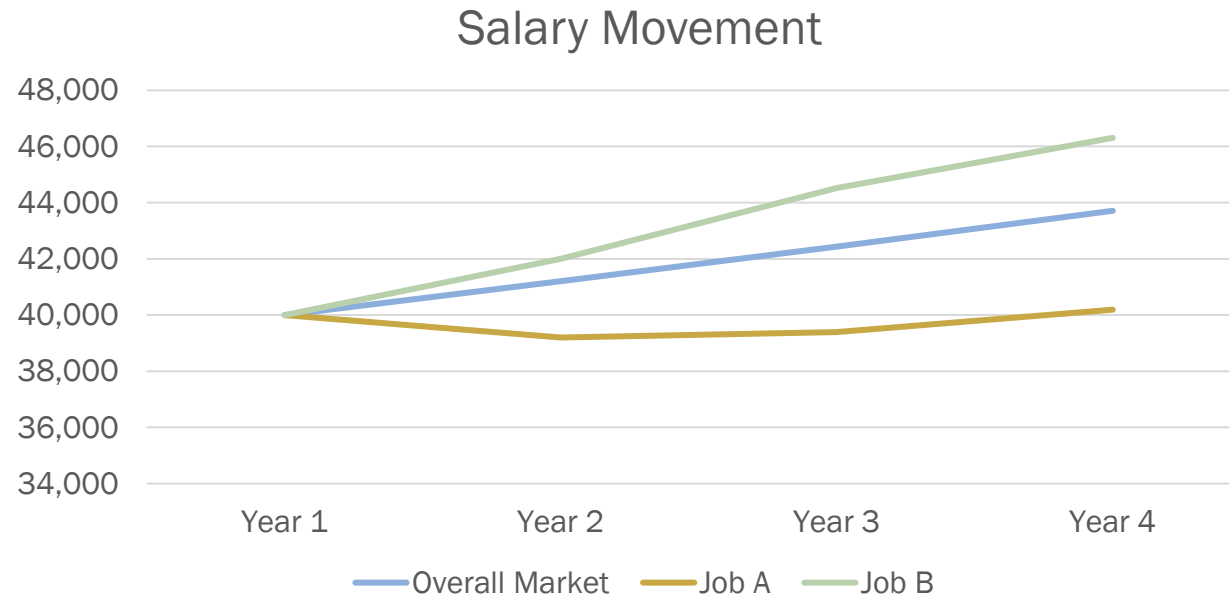
**CBIZ will provide salary structure update factors for up to five years.**

**CBIZ tracks data associated with cost of labor, not cost of living, changes.**

# Revisit every few years

Compare to market every three to five year.

Salary surveys measure the movement of salaries in the aggregate, but not all jobs move at the same pace.



—  
Your Team.

# QUESTIONS?

WE'RE HERE TO HELP.

