



# Classification and Compensation Study

## Briefing to Augusta Commission

May 9, 2023 / Patrick Bracken, Vice President / Marianne Oyaas, Senior Consultant

# Briefing:

1. Segal Group Introduction
2. Project Goals and Objectives
3. Overview of Project Plan
4. JDQ Process – A Key to Creating a Classification Plan
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# An Overview of Our Firm and Team

National consulting firm  
with **1,100 + employees**,  
celebrating over **80 years**  
of serving clients

Mission-driven  
**Providing trusted advice**  
that improves lives

Independent, objective,  
and **employee-owned**

Not any solution  
— **your solution**;  
personalized advice and help

Patrick Bracken  
**Vice President**  
Client Relationship Manager

Marianne Oyaas  
**Senior Consultant**  
Project Manager

Patrice Glasthal  
**Consultant**  
Data Collection & Analysis

Adam Fowler  
**Senior Associate**  
Data Analysis & Modeling

# Project Goals and Objectives

Conduct a comprehensive classification and compensation study affecting approximately 2,720 employees in 800 current job titles including:



## Classification Descriptions

Using a consistent format to be approved by the Augusta, create new classification descriptions for each recommended classification and complete FLSA review



## Total Compensation

Make recommendations for adjustments to compensation and benefits, including hiring incentives, and the ability to reward employee initiative and professional development



## Hiring Incentives

Review and recommend hiring incentives offered to applicants to specific positions that have been hard to fill



## Compression Analysis

Complete a compression analysis with input from Augusta stakeholders, make remediation recommendations and provide estimated costs



## Strategy for Increases

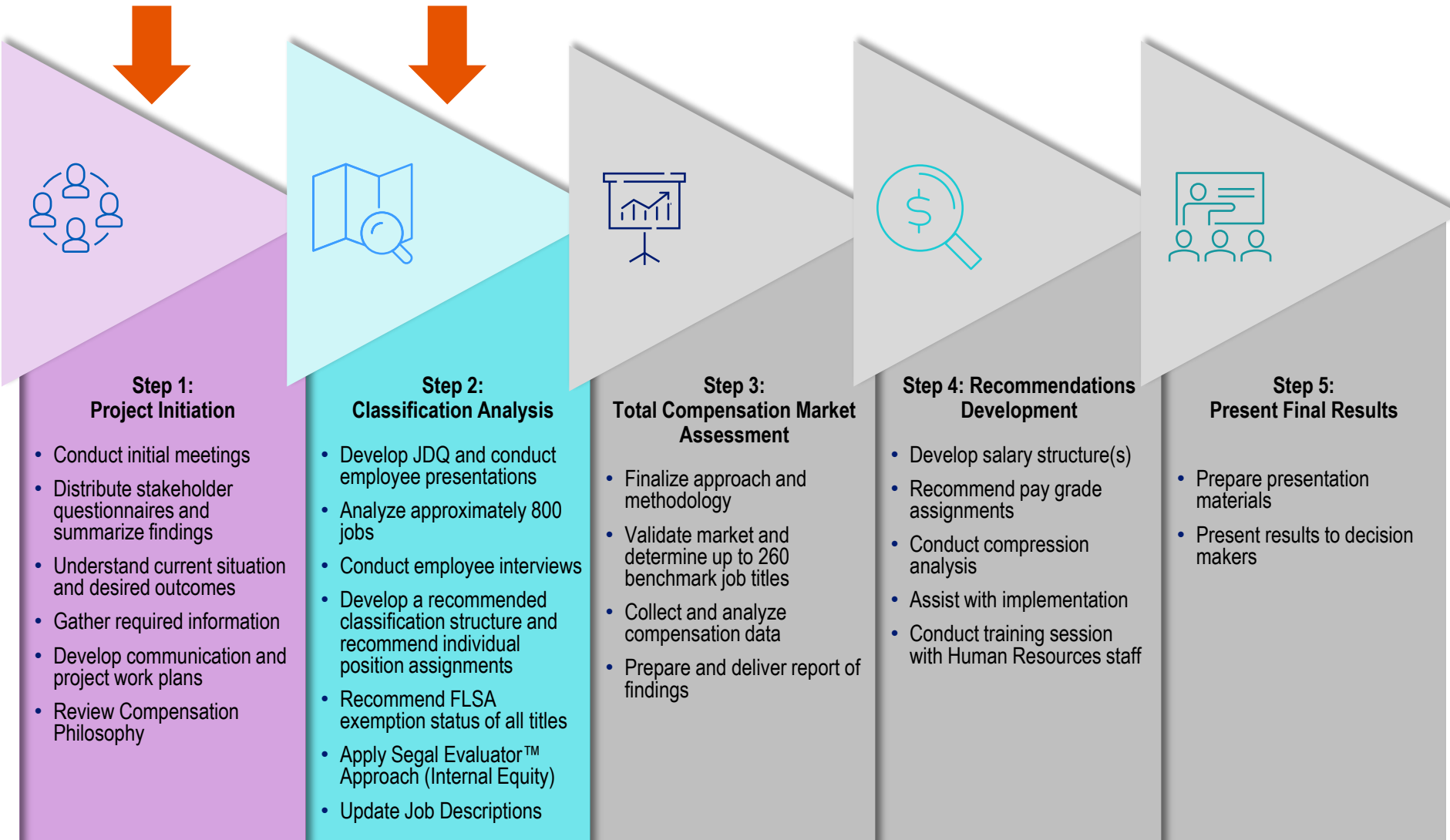
Develop a strategy for merit increases, such as cost-of-living increases, bonuses, annual reviews and promotions



## Salary Structure

Review all current pay plans and schedules, and using results of classification analysis and market assessment, recommend internally equitable and market competitive pay grades and ranges

# Overview of Project Plan



**Anticipated Project Timeline is 12 – 14 months**

# JDQ Process: Key to Creating a Classification Plan

**The information collected in the JDQ from employees and supervisors will provide the basis for:**

- ✓ Job series and level distinctions
- ✓ Internal equity determinations
- ✓ Development of job descriptions
- ✓ FLSA determinations



**Employees complete, Supervisors review, and Segal trains both groups on how to complete and review the questionnaires**

# JDQ Process: Key to Creating a Classification Plan

## The JDQ will include questions concerning:



Essential **duties and responsibilities**



**Human collaboration** with others and impact the job has on organizational/departmental objectives, the output of services, or customer satisfaction



The **knowledge, skills and abilities** associated with each essential duty or responsibility



**Impact of action** on Augusta and public and the level at which employees are responsible for errors



**Supervisory or work leadership** duties [including questions specific to FLSA exemption standards]



Use of **discretion and independent judgement**; the ability to make decisions that affect the overall policies of the department or organization



**Minimum requirements** for new employees in the job, such as education, experience and certifications/licenses



**Physical requirements** of the job (including frequency of specific physical activities and amount of lifting/moving)



**Fiscal responsibilities** including making organizational commitments which have significant financial impact



**Working environment**, including exposure to risks, hazardous situations, etc.

**Supervisor's review:** comments regarding the employee's answers, appropriateness of the current title, comparison to other jobs within a job series



# Next Steps:

*Conduct a JDQ Sampling Process to Document All Augusta Jobs*

## Benefits of JDQ Sampling Process:

- Easier to administer the JDQ
- Minimizes work interruption by targeting the information critical for the classification analysis (e.g., 50 identical Accountant JDQs)
- Directly involves department leadership in the classification analysis
- Segal has successfully used this approach with other clients





# Next Steps:

## *Stakeholder Questionnaire Process for Department Head Input*

- Important to provide the opportunity for key stakeholders to share their thoughts regarding the effectiveness of the current classification structure
- The purpose of the stakeholder questionnaire is to understand the perspective and needs of department heads:
  - Gain insight and context around the current state of the classification system
  - Improvements to the classification structure to meet the needs of the departments



| Questions?