

Dr. Victoria McGrath McGrath Human Resources Group

# Purpose of the Study

- Conduct an external market analysis
- Conduct an internal analysis of positions
- Make recommendations to current compensation system
- Develop a system that is 'fair'
- Conduct an external market analysis of benefits

McGrath Human Resources

2016

entem

# Purpose of the Study

## Other Projects

- Develop employee handbook
- Develop performance evaluations (still in process)
- Training
  - (to be determined)
- Develop Job Descriptions (still in process)



# Methodology

- Data collection & questionnaires
- Interviews
  - All department directors
- Collected data from 37 organizations (from Town/DH) (Min, Mid, Max, Incumbent salary)



Surveyed 28 Town positions

# What is a Classification System

- Schedule of job titles (positions):
  - Hierarchy of the organization
  - Based on skills, qualifications, education, etc. needed to perform the POSITION
  - Assigns the worth of the position Min-Max
  - May outline a career path



### It is NOT:

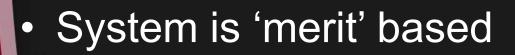
• Reward individual behavior/performance

topt.com

# **Current System**

## 1 salary schedule

Salary range – no tie to market
 No real method to place positions
 A lot of unused positions



ontom

## Comp Ratio

 A comparison of the Town's salary range and/or salaries to the 'Market'

• Average market rate: 50%

ightarrow

2016

ontom

Comp ratio range: 40 – 60%

# Minimum Salary

 20 positions were surveyed for minimum salaries

 60% of positions below average market minimum (12 of 20)



Schedule needs some adjustment

fppt.com

# Average Market Analysis

- 65% of positions under average market rate
- Concern

September 2016

No positions over 50% comp ratio

AVERAGE MARKET RATE COMP RATIO	NUMBER OF BENCHMARK POSITIONS	PERCENTAGE OF POSITIONS
50 and above	0	0.0%
45 – 49%	2	10.0%
40 - 44%	3	15.0%
30 – 39%	8	40.0%
20 – 29%	2	10.0%
No Data/Incumbent	5	25.0%
Total	20	100.0%

# **Recommended Schedule**

- Maintain salary range
- Align positions to 'average' market rate
- Position Point represents 'average' market
- Re-aligned positions
  - Clerical
  - Public works
  - Police

eptember 2016

## Implementation

 Placed positions in appropriate pay grade

Moved employees to minimumIf above minimum – no pay increase

ontom

# Success of System

- January adjust salary schedule
- Employees move through schedule
  - Market adjustment + merit



 Periodically review the external market (3 – 5 years)

# **Benefit Review**

#### Health Insurance

- 100% of single; 85% of family
- Mkt:
  - Few at 85-100% of single
  - 35-80% of family

#### Recommend

- Education Copay and consumerism
- Continue to monitor plan against Cadillac tax



# **Dental & Sick Leave**

- Berwyn provides 100% single; 85% dependent.
  - No changes recommended

- Sick Leave
  - Accrual is comparable to market
  - Consider prorated payout of unused sick leave

## Vacation

- Vacation accruals have 3 levels & not in alignment with market
  - Recommend
    - Update schedule

#### • Dept Director

YEARS OF SERVICE	ANNUAL LEAVE DAYS	ANNUAL LEAVE HOURS
< 4 years	15 days	120 hours
4 – <9 years	20 days	160 hours
9 - <15 years	25 days	200 hours
15+ years	30 days	240 hours

YEARS OF SERVICE	ANNUAL LEAVE DAYS	ANNUAL LEAVE HOURS
<4 years	13 days	104 hours
4 – <9 years	15 days	120 hours
9 – <15 years	20 days	160 hours
15 + years	25 days	200 hours



McGrath Human Resources

15

# Employee Handbook

- Reviewed 'old' handbook
  - Discussed policy, what was happening, & what should happen
    Legal compliance
- Rewrote the entire handbook
- Reviewed with dept directorsrevised & finalized

per 2016

fppt.com

# Summary

- Compensation is below market
- Benefits are in line, vacation needs adjustment
- Benefits are within market, but vacation needs to be improved
- Rewrote entire employee handbook
   Now in compliance
- Finalizing evaluation forms & JD's





# Q U E S Т O N S



McGrath Human Resources

18 fppt.cor