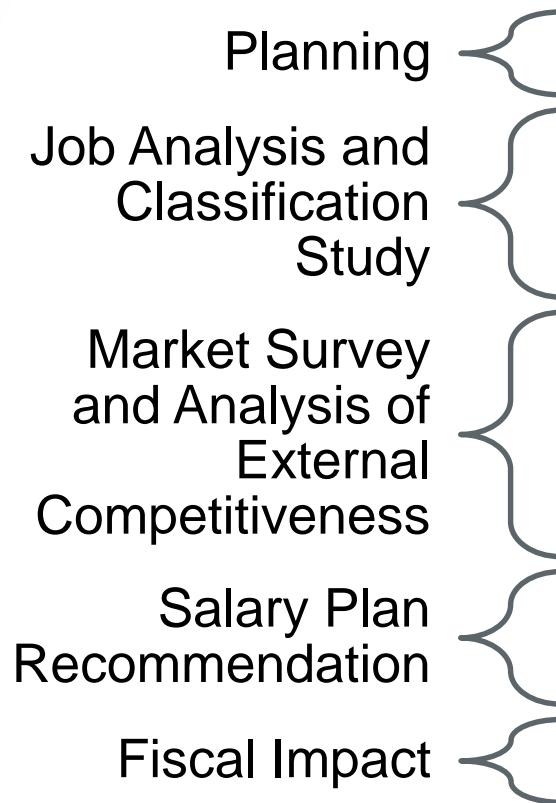


Findings and Recommendations of the Classification and Compensation Study

For the City of Port Lavaca
April 2025



Classification and Compensation Study Scope

Study Phases

Oct.
2024

Meet with City Council to discuss project timeline and goals; introduce study and Position Analysis Questionnaires to employees

Jan.
2025

PSPC on-site to conduct employee desk audit interviews, finalize classification recommendations

Feb.
2025

Confirm comparator agencies; solicit information, begin salary survey

Mar.
2025

Survey completed; Discuss pay plan design; Assign all positions to market-sensitive ranges

Apr.
2025

Provide a cost estimate for implementation of new salary plan

Create new job descriptions referencing content from PAQ's

Presentation to City Council and final reporting

Classification Review Process

Employee Participation

- Employees were invited to complete either an individual or group PAQ
- PAQ's or job descriptions were used to identify the number and level of distinct occupations at the City
- Employee classifications were reviewed to verify their classification was appropriate based on duties described in the PAQ

Management Participation

- Proposed classifications reviewed by City Manager and Finance Director
- Feedback was evaluated and incorporated into classification plan where appropriate

Job Analysis – Classification Process

Position Analysis Questionnaire

- Used as basis for identification of:
 - Occupations
 - Job families
 - Job series (levels)
- Development of job descriptions

Proper Classification

- Foundation for sound pay practices
- Titles should describe the work being performed
- Titles should be consistent with industry standards

Classification Recommendations

The City of Port Lavaca has 59 distinct occupational job classifications.

<u>Change Code</u>	<u>Number</u>	<u>Percent of Total</u>
No Change	40	68%
Title Modification	13	22%
New Title	6	10%
Deleted Title	6	-

Market Survey and Analysis of External Competitiveness

- Market competitors include employers that the City competes with to obtain and retain qualified employees
- Jobs being compared not the employers
- Solicited Pay Plans, Organizational Charts, and Job Descriptions to aid in the process of job matching
- Private sector data included where applicable

Market Competitors

Angleton, City of	Freeport, City of
Aransas Pass, City of	Ingleside, City of
Bay City, City of	Portland, City of
Beeville, City of	Rockport, City of
Calhoun, County of	Sinton, City of
Cuero, City of	State of Texas
Edna, City of	Victoria, City of
El Campo, City of	Wharton, City of

Private sector data incorporated via the Economic Research Institute for the Victoria, TX region

Comparators approved by City Council during October kick-off meeting

Selection of Benchmark Positions

- Benchmark positions are those jobs that are commonly found at most of the competitor employers
- No such thing as a “perfect match”
- Benchmarks are defined as 80% similar duties, responsibilities, and Knowledge, Skills, and Abilities (KSAs)
- Data collected for 54 positions

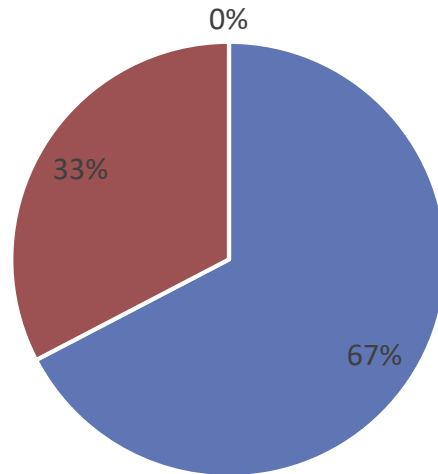
Example: Benchmark Survey Worksheet

City of Irving Current Job Title	Survey Job Class	Survey Organization	Irving Midpoint	Market Midpoint	Variance	
					\$	%
Utility Heavy Equipment Operator			\$42,456	\$45,026	-\$2,570	-6.05%
Heavy Equipment Operator II		Denton		\$51,927		
Sr Equipment Operator		Fort Worth		\$48,170		
Pw Heavy Equip Oper-Water		Carrollton		\$46,923		
Pub Works Equip Operator, Sr		Plano		\$46,461		
Heavy Equipment Operator II		Garland	Market Average	\$45,344		
Heavy Equipment Operator		Richardson		\$44,640		
Heavy Equipment Operator II		Frisco		\$44,508		
Heavy Equipment Operator		Dallas		\$44,244		
Heavy Equip Opr III		Arlington		\$43,334		
Heavy Equipment Operator		Lewisville		\$43,333		
Equipment Operator II		Mesquite		\$42,744		
Heavy Equipment Op-Wtr Dist		Grand Prairie		\$42,562		
			Public Sector Average:	\$45,349		
Heavy Equipment Operator		Regional Private Sector		\$44,702		
			Private Sector Average:	\$44,702		
			Prevailing Rate:	\$45,026		

Current Rank

Salary Survey Findings

Port Lavaca Midpoint in Relation to Survey Average Midpoint



- Behind Market (< -5%)
- At Market (+/- 5%)
- Ahead of Market (> +5%)

Salary Survey Findings

Relationship to Survey Average Midpoint	Benchmark Job Classes	% of Sample	Average Variance	Range of Variance (%)
Below (<-5%)	33	67%	-12.27%	-31.2% to -5.66%
At Market (+/- 5%)	16	33%	-1.11%	-4.55% to +4.84%
Above (>5%)	0	0%	-	-

Excludes 5 new positions that were surveyed but do not have a current range assignment/midpoint

Salary Schedule

Although the City currently maintains a salary schedule, PSPC recommends revising to a new format.

- Proposed Salary Schedule consists of:
 - 40 ranges
 - 5% between the midpoints of each range
 - 35 % range width
 - Creates logical relationships between sequential job series
 - Allows for precise application of survey data

Proposed Salary Schedule

Salary Range	Mimimum	Midpoint	Maximum		Salary Range	Mimimum	Midpoint	Maximum
1	\$ 31,200	\$ 36,660	\$ 42,120		21	\$ 82,783	\$ 97,270	\$ 111,757
2	\$ 32,760	\$ 38,493	\$ 44,226		22	\$ 86,922	\$ 102,133	\$ 117,345
3	\$ 34,398	\$ 40,418	\$ 46,437		23	\$ 91,268	\$ 107,240	\$ 123,212
4	\$ 36,118	\$ 42,439	\$ 48,759		24	\$ 95,832	\$ 112,602	\$ 129,373
5	\$ 37,924	\$ 44,560	\$ 51,197		25	\$100,623	\$ 118,232	\$ 135,841
6	\$ 39,820	\$ 46,788	\$ 53,757		26	\$105,654	\$ 124,144	\$ 142,633
7	\$ 41,811	\$ 49,128	\$ 56,445		27	\$110,937	\$ 130,351	\$ 149,765
8	\$ 43,902	\$ 51,584	\$ 59,267		28	\$116,484	\$ 136,869	\$ 157,253
9	\$ 46,097	\$ 54,164	\$ 62,230		29	\$122,308	\$ 143,712	\$ 165,116
10	\$ 48,401	\$ 56,872	\$ 65,342		30	\$128,423	\$ 150,898	\$ 173,372
11	\$ 50,822	\$ 59,715	\$ 68,609		31	\$134,845	\$ 158,442	\$ 182,040
12	\$ 53,363	\$ 62,701	\$ 72,039		32	\$141,587	\$ 166,365	\$ 191,142
13	\$ 56,031	\$ 65,836	\$ 75,641		33	\$148,666	\$ 174,683	\$ 200,699
14	\$ 58,832	\$ 69,128	\$ 79,424		34	\$156,099	\$ 183,417	\$ 210,734
15	\$ 61,774	\$ 72,584	\$ 83,395		35	\$163,904	\$ 192,588	\$ 221,271
16	\$ 64,863	\$ 76,214	\$ 87,564		36	\$172,100	\$ 202,217	\$ 232,335
17	\$ 68,106	\$ 80,024	\$ 91,943		37	\$180,705	\$ 212,328	\$ 243,951
18	\$ 71,511	\$ 84,025	\$ 96,540		38	\$189,740	\$ 222,944	\$ 256,149
19	\$ 75,087	\$ 88,227	\$ 101,367		39	\$199,227	\$ 234,092	\$ 268,956
20	\$ 78,841	\$ 92,638	\$ 106,435		40	\$209,188	\$ 245,796	\$ 282,404
	Range Width					Mid-to-Mid		
	35%					5%		

Range Assignments

- Positions are assigned to the range whose midpoint is closest to the market average midpoint.
 - Example: Administrative Assistant – Market average midpoint of \$46,899

Range	Minimum	Midpoint	Maximum	Variance (\$)
5	\$38,732	\$45,509	\$52,285	\$1,390
6	\$40,669	\$47,784	\$54,899	- \$ 855
7	\$42,702	\$50,173	\$57,644	- \$3,274

- Market average midpoint is closest to the midpoint of Range 6;
Assign the Administrative Assistant position to Range 6

Internal Equity/Internal Alignment

- Use survey data as primary guide for range placement.
- Also consider how positions relate to one another within the organization, which positions the organization values similarly.
- As responsibilities increase, so should the range.
 - General Rule of thumb:
 - At least 10-15% (2-3 ranges) between sequential job series.
 - At least 20-25% (4-5 ranges) between supervisors and direct reports.
- Encourage career progression and progression within job families/series.
- *Note: No positions have moved backward at the midpoint as a result of the study (even if the range number for their position is less than current as a result of the new salary schedule.)*

Implementation Steps

- Adopt the Proposed Job Classification Recommendations
- Adopt the Proposed Salary Schedule
- Implement the market-sensitive Range Assignments proposed for each position in the City
- Cost to implement ranges provided by City staff
 - PSPC provided two estimates:
 - Option 1 – Bring all to minimum of proposed range
 - \$126,181, or 2.51% of current payroll
 - Option 2 – All employees maintain current compa-ratio in proposed range
 - \$448,162 or 8.9% of current payroll

Questions/Comments?