



**WORK SESSION
RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM
JUNE 27, 2023
5:30 PM**

Call to order

1. Baker-Tilly, the consultant the City has partnered with to conduct our compensation and classification study, will present a project overview of what to expect over the next 6-8 months.

Adjournment

Auxiliary aids for individuals with disabilities are available upon request. Requests must be made at least 96 hours in advance to the City Clerk at 612-861-9739.

**WORK SESSION STAFF REPORT NO. 23****WORK SESSION****6/27/2023**

REPORT PREPARED BY: Jamie Haefner, Human Resources Manager

DEPARTMENT DIRECTOR REVIEW: Sack Thongvanh, Assistant City Manager
6/22/2023

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager
6/22/2023**ITEM FOR WORK SESSION:**

Baker-Tilly, the consultant the City has partnered with to conduct our compensation and classification study, will present a project overview of what to expect over the next 6-8 months.

EXECUTIVE SUMMARY:

In 2022, the City dedicated ARPA funds to cover the costs of executing a compensation and classification study. An internal committee was formed to lead the project and recently engaged with Baker-Tilly as the consultant.

DIRECTION NEEDED:

No direction needed from City council at this time. This is an informational presentation.

BACKGROUND INFORMATION:**A. HISTORICAL CONTEXT**

It is unknown the last time the City conducted a formal compensation and classification study. Best practice is to conduct a market study every five years, at a minimum.

B. POLICIES (resolutions, ordinances, regulations, statutes, etc):

Strategic Outcome Consideration: The compensation and classification study is a strategic initiative for the city. By moving forward with the compensation and classification study we can ensure we continue to have "Staff capacity to meet service demands".

C. CRITICAL TIMING ISSUES:**D. FINANCIAL IMPACT:**

This study is being covered by ARPA funds.

E. LEGAL CONSIDERATION:**ALTERNATIVE(S):****PRINCIPAL PARTIES EXPECTED AT MEETING:**

ATTACHMENTS:

Description	Type
▢ Work Session Presentation	Presentation



Classification and Compensation Study



- Project Team
- Project Overview
- Project Timeline
- Employee Role

Compensation Consulting Team



Jada Kent, CCP

- BA in History
- MA in Public Administration
- **Certified Compensation Professional**
- 7+ years in local gov consulting
- **Plano, TX**



Laura Linehan, PHR, CCA

- BS in Public Administration
- MS in Public Administration
- Certified Professional in HR
- Certified Compensation Analyst
- *Certified Labor Relations Professional*
- 10+ years in local gov experience
- **St. Paul, MN**



Lexi Scholten, CCA

- BS in Management, HR minor
- 6+ years local gov experience
- Certified Compensation Analyst
- **St. Paul, MN**



Thomas Patton

- BS in Human Resource Development
- Certification in HR Development
- *Certified Compensation Analyst**
- 4 years local gov consulting
- **Denver, CO**



Sarah Towne, CCA

- BA in Sociology, Business
- MS in Public Administration
- Certified Compensation Analyst
- 11+ years in higher education
- 2+ years in consulting
- **Tampa, FL**



JD McCauley, SPHR, SHRM, CEBS

- PhD in Policy Studies
- MA in Business Administration
- Senior Professional in Human Resources (SPHR)
- Senior Certified HR Professional (SHRM-SCP)
- Certified Benefits Specialist (CEBS)
- 9 years local gov experience
- **North Augusta, SC**



Diana Muriithi

- BS in Criminal Justice
- MA in Public Administration
- *eCornell Compensation Studies Certificate**
- 3 years local gov experience
- **Plano, TX**



Jay Borcena

- BS in Business Management
- MS in Human Resources Management
- **California**



Project Overview

Project Initiation

- Planning meetings to establish goals and working relationships
- Data collection
 - Pay structures
 - Policy handbook
 - Job descriptions
 - Organization charts
 - Union or collective bargaining contracts
 - Census file (names, salaries, hire dates, etc.)
- Leadership and Employee presentations
- Position Analysis Questionnaires (PAQs) to be completed for all position titles included in the study.
 - The PAQ is an online questionnaire that will be distributed via email address and routed directly to supervisors for review upon submission.



Project Overview

Position Review

- Using PAQs, we will review titles and make recommendations for adjustments, as necessary
- We will conduct job evaluation using our point factor tool, called SAFE®. This process will establish a hierarchy of jobs within the City that is reflective of internal equity.
 - *This is a measurement of the position, NOT the person in the position.*
- The 9 compensable factors:

1. Education	6. Working Conditions
2. Experience	7. Independence of Actions
3. Level of Work	8. Impact on the Organization
4. Human Interaction	9. Supervision Exercised
5. Physical Demands	
- Additionally, we will review exempt/non-exempt designations for each position based on guidelines within the Fair Labor Standards Act (FLSA).



Project Overview

Market Assessment

- We will partner with the City to identify comparable and competitive peer organizations to include in the study. These are organizations that look like you and work like you relative to size (revenue, population served, or number of employees), service offerings, geography, growth, etc. Published salary survey data will be incorporated as a private sector comparison.
- A summary of work + minimum qualifications will be included for each benchmark position to assist peers in providing an appropriate match.
- Some adjustments may be made to collected data to account for differences in work week, fiscal year, and geographic labor cost.
We do not weight the data.
- Results are analyzed for quality control; reports demonstrating market averages and a comparison to the market will be prepared for your review.
- We will collect pay practices and fringe benefits information and provide a comparison to the City's practices and offerings.



Project Overview

Pay Plan Development: We can utilize your existing pay plan or build new pay plans from scratch that are tailored to the study's results.

- Grade assignments will be determined based on internal and external results (SAFE® evaluation scores and market midpoints). We use a regression to test the relationship between this information and to identify outliers.
- We may recommend including department heads in a preliminary review of grade assignments.
- With finalized grade assignments, we will prepare implementation calculations across 3 scenarios that will assist your organization in adopting the new classification and compensation system.
- Additionally, we will recommend changes to your pay policies that will allow the organization to achieve its compensation philosophy.



Project Overview

Project Completion

- A final report will document the methodology used to conduct the study, our findings, and recommendations.
- We can present the results to elected officials, senior leadership, employees, and/or designated staff as desired.
- All project documentation will be delivered
- We will provide training to HR staff to administer and maintain the new classification and compensation system—including the SAFE® job evaluation process.



June Start

Project Timeline

June - July

Data Collection

July -
August

Position Review

Market Assessment

August -
September

Pay Plan
Development
+
Implementation
Calculations

September
- October

Project Completion

*You will have budget
information at this stage*



Employee's role in the study

- To properly review and evaluate positions, we need employee input.
- Employee's will be asked to complete an online Position Analysis Questionnaire (PAQ) which will allow them to provide details, in their own words, about the work that is performed in their positions title. This means, we're asking for the minimum requirements of the position and not personal level of education/experience.
- PAQ's will be distributed to work email address. A "paper" version of the PAQ is available, if necessary.
- Employee's can download a copy of your PAQ responses.
- PAQ's will be routed to supervisors to review. Supervisors are asked to review for accuracy and completeness and can provide feedback but cannot change the employee's original responses.



Current Status – Data Collection

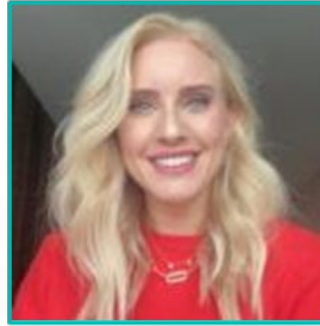
- ❑ Data request - *in process*
- ❑ Department head questionnaire - *in process*
- ❑ Planning meeting with project team - *complete*
- ❑ Scheduled bi-weekly meeting with project team - *complete*

Contact Information



Laura Linehan
Senior Consultant

P: +1 (651) 223 3004
E: laura.linehan@bakertilly.com



Lexi Scholten
Senior Consultant

P: +1 (612) 876 4573
E: lexi.scholten@bakertilly.com



Thomas Patton
Analyst

P: +1 (651) 223 3033
E: thomas.patton@bakertilly.com

