



JOB CLASSIFICATION AND MARKET STUDY Commission Briefing

City of Fort Lauderdale, FL

October 9, 2018

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KEY OBJECTIVES

An effective compensation system must be...

- Consistent with organizational structure
- Complimentary to the management style and objectives
- Internally equitable
- Externally competitive
- Easily understood
- Flexible to meet the changing needs of the City
- Financially sound
- Effectively and efficiently administered

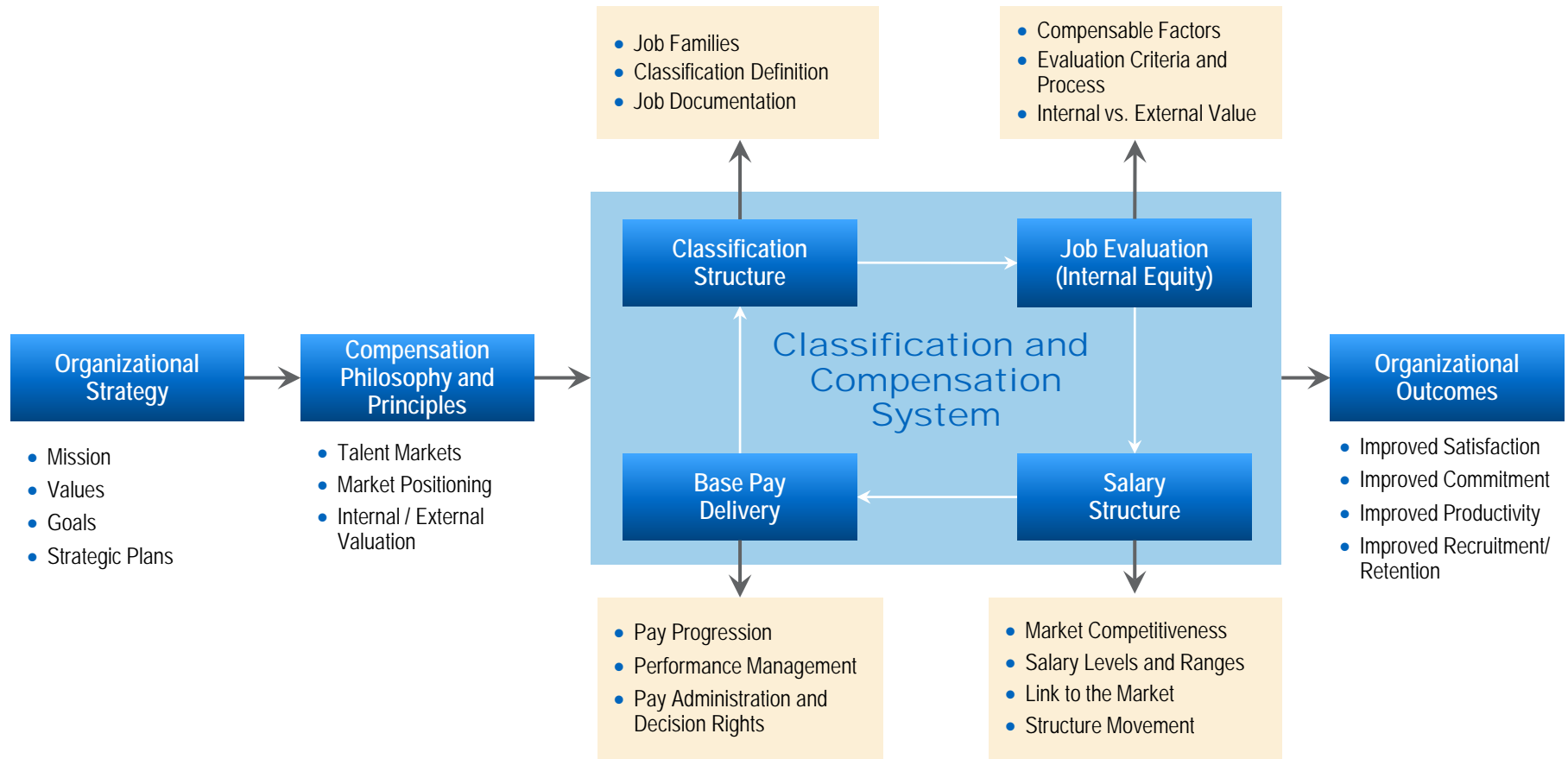
PROJECT DELIVERABLES

- Developed Classification Structure and Job Evaluation (internal equity), Job Families and Career Ladders
- FLSA Review
- Conducted Market Survey – Competitiveness of Pay, Benefits, and Pay Practices with comparable employers (external equity)
- Updated Pay Structures to ensure market competitiveness
- Validated grade placement and position in range
- Cost Impact Analysis
- Developed Organization Charts reflecting new classification titles
- Drafted Pay Administration Policies
- Developed Organizational Core and Specific Competencies for Job Families
- Developed Job Descriptions

Segal's Approach to Compensation

Four Key Elements

We developed a compensation and classification program that supports the City's organizational strategy and compensation philosophy.



JOB CLASSIFICATION

Classification Titles

- The City of Fort Lauderdale initially requested 432 titles be encompassed in the classification study with 116 titles being excluded. Please note, some duplicate titles with varying job codes are included in these raw counts and some titles flagged to be excluded were added back at a later point.
- Grade recommendations were made for 399 classifications (includes additional grade recommendations being assigned by the City of Fort Lauderdale).
- Segal Waters updated/created 383 Fort Lauderdale job descriptions.

Classification: Methodology

- Consolidate/collapse jobs with similar duties, responsibilities and qualifications; *currently 399 proposed job titles*
- Standardize competencies and skillsets for comparable roles resulting in pay equity within similar roles; *Segal Evaluator™ was used to evaluate the 8 common compensable factors of all jobs at all levels.*
- Create clear distinction between managerial vs. supervisory roles and remove unnecessary single or dual incumbent positions; *proposed job titling protocols*
- Update job classifications to reflect the level and type of work incumbents are required to perform; *proposed new titles that better reflect the nature of the work.*
- Identify market pay gaps that affect attracting and retaining a qualified and diverse workforce, especially for roles requiring advanced education and/or technical expertise in areas such as engineering, construction project management, information technology, urban planning, law, and building inspection; *market survey identified competitive pay inequities.*
- Modernize job titles to match those found in the market; *proposed job titling protocols*



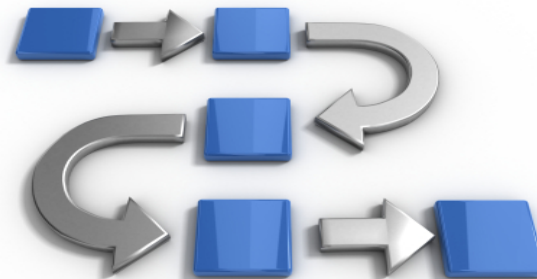
Classification Analysis Overview

- Developed and distributed to the workforce a customized Job Description Questionnaire (JDQ) which was completed in groups for multiple incumbent job titles.
- Upon completion of the JDQ by each employee, supervisors/managers reviewed the content and verified the accuracy of the information provided.
- Conducted two (2) consecutive days of employee interviews to validate and clarify information from the JDQs.
- Developed and documented a recommended classification structure, which consolidated classification titles, developed new titles and modified existing titles.
- Recommended placement of each employee within the structure.
- Conducted analysis of employees' FLSA exemption status.
- Utilized **Segal Evaluator™** job evaluation tool to develop internal equity hierarchy
- City Department heads reviewed, validated and approved job evaluation results
- Updated job descriptions to be consistent with FLSA, EEO and ADA considerations

Segal Evaluator™ Job Evaluation Overview

Segal Evaluator™ is a systematic process that defines an easily understood and defensible internal hierarchy which:

- Uses **specific compensable factors** across all departments and positions to create an internal hierarchy of jobs
- Provides an **objective quantitative approach**
- Determines values for each compensable factor and calculates a **total point score** for each position
- Job evaluation scores are **validated by department representatives and human resources**
- Provides an **organization-wide hierarchy** which establishes internal equity
- **Complements and co-exists** with market data structure development



Compensable Factors

Compensable factors should be:

- Defensible
- Exist across departments
- Be easily understood by employees

The following previously validated factors are customized to support the operating environment and organizational structure of the City:

Compensable Factor	Measurement
Formal Education	Measures the minimum formalized training or education that is required for entry into the position
Experience	Measures the minimum level of work experience required for entry into the position
Management/Supervision	Measures the supervisory or managerial role of the job and the degree of complexity of work performed by those being supervised
Human Collaboration Skills	Measures the job requirements of interaction with others outside direct reporting relationships
Freedom to Act and Impact of Action	Measures the degree of freedom to exercise authority as well as assesses the impact of actions
Technical Skills	Measures the job difficulty in terms of application of the knowledge required by the job
Fiscal Responsibility and/or Risk Impact	Measures the accountability and participation, if any, as it relates to the fiscal accountability for one's department or assigned area(s) of responsibility
Working Conditions	Measures the surroundings or physical conditions under which the work must be performed

Sample Segal Evaluator™ Job Evaluation Workbook

Segal Recommended Job Title	JE Grade	JE Points	Formal Education	Experience	Management & Supervision	Human Collaboration	Freedom to Act	Technical Skills	Fiscal Responsibility	Working Condition
Senior Management Analyst	111	643	Bachelor's Degree	3 to 5 year's experience	Supervising semi complex work	Policy recommendations with moderate impact	Limited direction with moderate impact	Moderate skills and comprehensive application	Moderate fiscal responsibility	Good conditions with occasional physical effort
Management Analyst	109	509	Bachelor's Degree	1 to 3 year's experience	Occasional direction of semi complex work	Policy recommendations with moderate impact	General direction with moderate impact	Moderate skills and advanced application	Moderate fiscal responsibility	Good conditions with little physical effort
Management Assistant	108	458	Bachelor's Degree	Up to 1 year experience	None	Negotiating interaction with moderate impact	General direction with moderate impact	Advanced skills and standard application	Limited fiscal responsibility	Good conditions with little physical effort
Senior Administrative Assistant	107	436	6 months + training beyond High School	3 to 5 year's experience	Lead worker of semi complex work	Negotiating interaction with moderate impact	General direction with moderate impact	Standard skills and comprehensive application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant III	105	360	6 months + training beyond High School	3 to 5 year's experience	Occasional direction of semi complex work	Negotiating interaction with moderate impact	Procedural direction with moderate impact	Standard skills and advanced application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant II	103	293	High School diploma or equivalency	1 to 3 year's experience	Occasional direction of semi complex work	Advising interaction with moderate impact	Procedural direction with moderate impact	Standard skills and advanced application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant I	101	194	High School diploma or equivalency	Up to 1 year experience	None	Advising interaction with moderate impact	Immediate direction with moderate impact	Standard skills and application	None	Good conditions with little physical effort

MARKET COMPARISON

Market Survey Benchmarks

- Commonality of positions
- Competition for jobs/talent
- Location/proximity
- Services provided
- Comparable in size and operating budget to ensure strong matches
- Other criteria as determined

PEER COMPARATORS – FOR GENERAL EMPLOYEES

Surveyed Employers

Cities	
City of Boca Raton	√ (Segal matched pay data)
City of Coral Springs	√ (Submitted pay portion only)
City of Delray Beach	√ (Segal matched pay data, comparable submitted benefit data only)
City of Hialeah	
City of Hollywood	√
City of Miami	√
City of Miami Beach	√
City of Miami Gardens	
City of Miramar	√
City of Pembroke Pines	
City of Pompano Beach	√
City of Sunrise	√ (Segal matched pay data)
City of West Palm Beach	√ (Segal matched pay data)

√ = Responded to Survey

The study covers ninety-two (92) benchmark jobs

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Exhibit 2

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PEER COMPARATORS FOR GENERAL EMPLOYEES (CONTINUED)

Surveyed Employers

Counties	
Broward County	√ (Segal matched pay data)
Miami-Dade County	√ (Submitted pay portion only)
Palm Beach County	
School Districts	
Broward County School District	
Miami-Dade County School District	
Palm Beach County School District	√
Transportation	
Florida Department of Transportation	
Greater Orlando Aviation Authority	√
Miami Executive Airport	√
South Florida Regional Transportation Authority	√

√ Responded to survey

PEER COMPARATORS FOR GENERAL EMPLOYEES (CONTINUED)

Surveyed Employers

Universities	
Barry University	
Florida International University	
Miami-Dade College	√
University of Miami	
Utilities	
South Florida Water Management District	
Orange County Utilities	
Toho Water Authority	√

√ Responded to survey

PEER COMPARATORS

Published Survey Data

Published Private Sector Survey Data* included:

- ✓ ERI – Economic Research Institute
- ✓ Mercer Benchmark Database Survey – US
- ✓ Towers Watson Data Services Compensation Surveys

*Data from the three published data sources above were aged to the data effective date of April 1, 2018.

MARKET ANALYSIS

Customized Salary Structures and Pay Practices Review

- Desired competitive position and City's ability to pay/compete
- Relationship of structure with market survey statistics
- Review of Pay Supplements (certification pay, special skills, bilingual pay, etc.)
- Review of Pay Practices (hiring salary guidelines, promotion, demotion, transfers, other)
- Strategic design of new structure - width of ranges and number of grades, number of structures
- Assignment of current employees in new structure

WORK HOURS AND COST OF LABOR ADJUSTMENTS

- Adjustments were made to ensure “apples to apples” comparison of salaries based on number of work hours
- Use of Economic Research Institute’s Cost of Labor Data

PAY GRADES & PAY STRUCTURES

Pay Grades

- Per the 2018 Pay Plan the City of Fort Lauderdale has 157 unique pay grades. When considering Management Categories this creates 179 unique pay ranges.
- Segal Waters recommends 18 grades for the general population (general + executive / upper management).

Pay Structures

- City of Fort Lauderdale started with multiple structures (8+)
- Segal Waters is recommending two (2) structures one for general employees and one for executive / upper management

BENCHMARK JOB TITLES – GENERAL COMPOSITION OF WORKFORCE

BENCHMARK JOB TITLES BY OCCUPATIONAL CATEGORY COMPOSITION OF WORKFORCE – GENERAL EMPLOYEES

Occupational Category	Benchmark Titles Being Evaluated in Study	Number of Employees within Benchmark Titles Being Evaluated	Employees in Benchmark Titles Evaluated As a Percent of the Total Workforce
Administrative & Support Services	11	201	6.6%
Managerial & Supervisory	6	19	0.6%
Paraprofessional	8	92	3.0%
Professional	31	274	9.1%
Service Maintenance	13	646	21.4%
Skilled Crafts	10	189	6.3%
Technical	13	83	2.7%
Total:	92	1,504	49.7%¹

¹ The percentage of total workforce value is based upon the 12-09-16 census provided by the client, which included a total of 3,024 job incumbents. These values are subject to change with workforce fluctuations.

BENCHMARK JOBS BY DEPARTMENT - GENERAL

City Attorney's Office (2)	
Assistant City Attorney III	Legal Assistant III
City Clerk's Office (1)	
Assistant City Clerk II	
City Commission's Office (1)	
Commission Assistant IV	
City Manager's Office (3)	
Assistant City Manager	Senior Financial Management Analyst
Construction Review Specialist	
Crosses Multiple Departments (19)	
Accounting Clerk	Heavy Equipment Operator
Administrative Aide	Municipal Maintenance Worker II
Administrative Assistant II	Planner III
Clerk III	Principal Planner
Code Compliance Officer	Project Manager II
Construction Worker II	Secretary I
Customer Service Representative I	Senior Accounting Clerk
Deputy Director	Senior Project Manager
Electrician	Service Clerk
Finance (6)	
Accountant II	Senior Accountant
Manager - Procurement & Contracts	Senior Procurement Specialist
Procurement Specialist II	Treasurer
Fire Rescue (3)	
Battalion Chief	Beach Patrol Lieutenant
Beach Lifeguard	
Human Resources (5)	
Claims Adjuster	Risk Manager
Human Resources Assistant	Senior Claims Adjuster
Insurance Benefits Specialist	

BENCHMARK JOBS BY DEPARTMENT – GENERAL (CONTINUED)

Information Technology Services (10)	
➤ Application Developer	➤ Network Support Analyst
➤ Assistant Database Administrator	➤ Senior Tech Support Analyst
➤ Computer Operator II	➤ Systems Administrator
➤ Data Warehouse Analyst	➤ Technical Support Analyst
➤ Geographic Information System Analyst	➤ Technology Strategist
Parks and Recreation (12)	
➤ Apprentice Municipal Maintenance Worker	➤ Pool Equipment Mechanic
➤ Community Program Supervisor	➤ Pool Lifeguard I
➤ Field Operating Technician (Level IV)	➤ Recreation Instructor II
➤ Head Groundskeeper	➤ Recreation Program Coordinator
➤ Municipal Maintenance Worker III (Parks/Facilities)	➤ Recreation Programmer I
➤ Parks Foreman	➤ Recreation Worker
Police (6)	
➤ Accident Investigator II	➤ Police Records Clerk
➤ Crime Analyst II	➤ Public Safety Aide
➤ Police Aide II	➤ Senior Police Records Clerk
Public Works / Building Services (12)	
➤ Distribution & Collection Chief	➤ Municipal Maintenance Worker III (Public Services)
➤ Electro Technician	➤ Public Service Maintenance Chief
➤ Engineering Aide II	➤ Utilities Mechanic I
➤ Engineering Technician II	➤ Utilities Service Worker
➤ Environmental Lab Technician	➤ Utility Field Representative
➤ Industrial Electrician	➤ Water Treatment Plant Operator II

BENCHMARK JOBS BY DEPARTMENT - GENERAL (CONTINUED)

Sustainable Development (7)	
➤ Building Inspector	➤ Plumbing Inspector
➤ Chief Building Inspector	➤ Senior Code Compliance Officer
➤ Economic and Business Development Manager	➤ Structural Plans Examiner
➤ Electrical Inspector	
Transportation and Mobility (5)	
➤ Airport Operations Aide	➤ Parking Meter Technician
➤ Parking Enforcement Shift Coordinator	➤ Parking Operations Supervisor
➤ Parking Enforcement Specialist	

OVERALL MARKET POSITION – PAY ONLY

CITY OF FORT LAUDERDALE, FL MARKET POSITION AT THE 75TH PERCENTILE OVERALL – PAY ONLY¹

City of Fort Lauderdale as a Percent of the 75th Percentile of the Market Average			
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Overall	100%	96%	93%

Figures shown in **red** are below market (less than 95% of the market average)

Figures shown in **black** within the market range (95% to 105% of the market average)

Figures shown in **blue** are above market (more than 105% of the market average)

¹Base pay rates have been adjusted for geographic differences in the cost-of-labor and work hours.

OVERALL MARKET POSITION BY DEPARTMENT PAY ONLY

CITY OF FORT LAUDERDALE, FL MARKET POSITION AT THE 75TH PERCENTILE BY DEPARTMENT – PAY ONLY¹

	City of Fort Lauderdale as a Percent of the 75 th Percentile of the Market Average		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
City Attorney's Office	108%	106%	106%
City Clerk's Office	113%	121%	110%
City Commission's Office	116%	112%	110%
City Manager's Office	90%	89%	87%
Crosses Multiple Departments	100%	96%	93%
Finance Department	111%	104%	100%
Fire Department	95%	97%	95%
Human Resources Department	97%	96%	95%
Information Technology Department	103%	96%	90%
Parks and Recreation Department	97%	95%	93%
Police	93%	86%	81%
Public Works / Building Services Department	99%	94%	90%
Sustainable Development Department	90%	87%	86%
Transportation and Mobility Department	108%	100%	94%
Overall	100%	96%	93%

Figures shown in **red** are below market (less than 95% of the market average)

Figures shown in **black** within the market range (95% to 105% of the market average)

Figures shown in **blue** are above market (more than 105% of the market average)

¹Base pay rates have been adjusted for geographic differences in the cost-of-labor and work hours.

Pay Structure Development and Costing Methodology

- Structures were developed using the 75th percentile market data. Range spreads are based on the market average range spread
- Incumbents were brought to the minimum of the new pay grade based on the previously recommended and approved pay grades with the exception of adjusting any grades for positions with a proposed range to market range greater or less than 10% from the market competitive rate (100%) based on the 75th percentile.
- If the positions receiving grade changes caused compression in grades, those positions in relation to the adjusted positions were also adjusted.

PROPOSED SALARY STRUCTURE GENERAL EMPLOYEES

JE Grade	New Grade	Proposed Salary Structure				
		Minimum	Mid	Maximum	Range Spread	Grade Progression
101	1	\$25,160.00	\$32,079.00	\$38,998.00	55.00%	
102	2	\$27,927.60	\$35,607.69	\$43,287.78	55.00%	11.00%
103	3	\$30,999.64	\$39,524.54	\$48,049.44	55.00%	11.00%
104	4	\$34,409.60	\$43,872.23	\$53,334.87	55.00%	11.00%
105	5	\$38,194.65	\$48,698.18	\$59,201.71	55.00%	11.00%
106	6	\$42,396.06	\$54,054.98	\$65,713.90	55.00%	11.00%
107	7	\$47,059.63	\$60,001.03	\$72,942.43	55.00%	11.00%
108	8	\$52,236.19	\$66,601.14	\$80,966.09	55.00%	11.00%
109	9	\$57,982.17	\$73,927.27	\$89,872.36	55.00%	11.00%
110	10	\$64,360.21	\$82,059.27	\$99,758.32	55.00%	11.00%
111	11	\$71,439.83	\$91,085.79	\$110,731.74	55.00%	11.00%
112	12	\$79,298.21	\$101,105.22	\$122,912.23	55.00%	11.00%
113	13	\$88,021.02	\$112,226.80	\$136,432.58	55.00%	11.00%

PROPOSED SALARY STRUCTURE EXECUTIVE AND UPPER MANAGEMENT

		Proposed Salary Structure - Executive & Upper Management				
JE Grade	New Grade	Minimum	Mid	Maximum	Range Spread	Grade Progression
114	16	\$96,535.56	\$130,323.00	\$164,110.44	70.00%	
114	17	\$104,258.40	\$140,748.84	\$177,239.28	70.00%	8.00%
115	18	\$112,599.07	\$152,008.75	\$191,418.42	70.00%	8.00%
115	19	\$121,607.00	\$164,169.45	\$206,731.90	70.00%	8.00%
116	20	\$131,335.56	\$177,303.00	\$223,270.45	70.00%	8.00%

TOTAL COMPENSATION MARKET POSITION

Overall, the total compensation analysis indicates:

- 39 benchmark job titles are below market (less than 95% at the midpoint)
- 34 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 17 benchmark job titles are above market (above 105% at the midpoint)
- 2 benchmark job titles did not garner sufficient matches to be statistically significant

Note: Health and retirement benefits used in the total compensation analysis reflect Public Sector peer employers only.

OVERALL FOR MARKET POSITION TOTAL COMPENSATION – GENERAL EMPLOYEES

CITY OF FORT LAUDERDALE, FL 75TH PERCENTILE MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS - TOTAL COMPENSATION (Defined Benefit & Deferred Compensation Only)

	Base Pay ¹ (Range Midpoint)	Employer Cost of Benefits		Employer Total Compensation Costs (Pay and Benefits)
		Weighted Total Health Costs (Medical, Dental, & Vision)	Total Retirement Benefits (Defined Benefit Plan & Deferred Compensation)*	
Overall Average	96%	71%	137%	98%

Figures shown in **red** are below market (less than 95% of the market average)

Figures shown in **black** within the market range (95% to 105% of the market average)

Figures shown in **blue** are above market (more than 105% of the market average)

*Defined Contribution Plan excluded from overall cost of employer benefits, as employees hired before February 2008 are not eligible to participate.

¹Base pay rates have been adjusted for geographic differences in the cost-of-labor and work hours.

OVERALL FOR MARKET POSITION

TOTAL COMPENSATION – GENERAL EMPLOYEES

CITY OF FORT LAUDERDALE, FL
75TH PERCENTILE MARKET POSITION ACROSS ALL BENCHMARKS AND PEER
EMPLOYERS - TOTAL COMPENSATION GENERAL EMPLOYEES
(Defined Contribution & Deferred Compensation Only)

	Base Pay ¹ (Range Midpoint)	Employer Cost of Benefits		Employer Total Compensation Costs (Pay and Benefits)
		Weighted Total Health Costs (Medical, Dental, & Vision)	Total Retirement Benefits (Defined Contribution & Deferred Compensation)*	
Overall Average	96%	71%	115%	95%

Figures shown in **red** are below market (less than 95% of the market average)

Figures shown in **black** within the market range (95% to 105% of the market average)

Figures shown in **blue** are above market (more than 105% of the market average)

*Defined Benefit Plan excluded from overall cost of employer benefits, as employees hired after February 2008 are not eligible to participate.

¹Base pay rates have been adjusted for geographic differences in the cost-of-labor and work hours.

COST IMPACT

Costs are attributable to:

- Incumbent pay rate is below the minimum of the assigned pay grade
- Position was moved to new grade based on job reclassification and/or due to market adjustment and incumbent's resulting pay rate is below the newly assigned grade minimum

COST IMPACT



CITY OF FORT LAUDERDALE 2018 PAY PLAN IMPLEMENTATION COST SUMMARY

Employee Group	
General	
Current Base Salary	\$112,859,904.98
Number of Employees	2136
<i>TO ADJUST TO NEW RANGE MINIMUM</i>	
New Range Minimum Adjustment	\$1,046,785.30
Number Below New Range Minimum	414
Adjustment Percent	0.9%
Newly Proposed Base Salary	\$113,906,690.28
Salary Above Maximum Value	
Current Structure	608
Proposed Structure	100

BENEFITS REVIEW

- Comparison of Sick and Annual Paid Leave Policies (accrual rates and carryover)
- Comparison of Medical Plan Employee vs. Employer Contributions (cost-sharing)
- Review effect of Retirement Plan Contributions to net pay

Further Questions



Questions