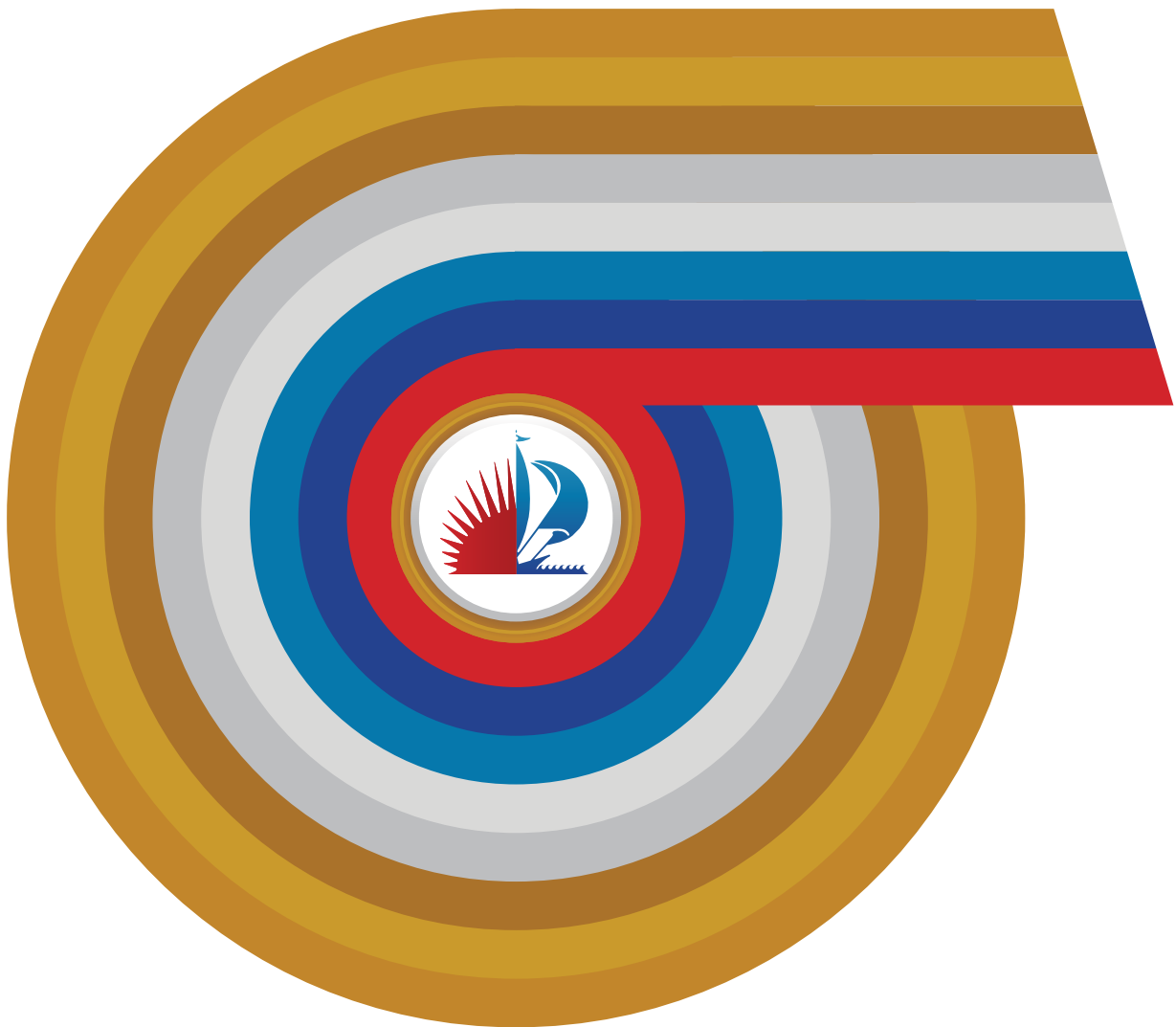




CITY OF FORT LAUDERDALE

# CLASSIFICATION & COMPENSATION PLAN OVERVIEW 2018



## MISSION

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The City of Fort Lauderdale’s mission is “We Build Community.” Fulfilling this mission largely depends on our ability to provide competitive pay and benefits that attract and retain talented Community Builders seeking fulfilling careers.

## PURPOSE

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The City of Fort Lauderdale engaged Segal Waters Consulting to conduct a Classification and Compensation Study to evaluate employee salaries and benefits. The study was designed to help the City develop a classification structure and compensation plan that supports internal equity, fosters career development, provides for market competitiveness, and rewards a passion for building community.

## GOALS

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The overall goals of the study included: aligning internal structure, simplifying classification structures, identifying paths for career progression, assessing recruitment and retention needs, and analyzing minimum qualifications to facilitate recruitment of talent.

The primary deliverable focused on developing a competitive pay and benefit plan based on current market data and ensuring that the plan was fiscally responsible to meet the needs of the City to recruit and retain qualified Community Builders.

To achieve this end, Segal Waters worked with the City’s Human Resources team to conduct a salary survey of the regional labor market; evaluate existing jobs and organizational structure; assess recruitment and retention needs; analyze qualifications to facilitate talent recruitment; and develop new job descriptions, organizational charts, and career ladders.

One of the key objectives of the Classification and Compensation Study was to replace the current classification plan with a new, modern plan that accurately reflects and supports the work performed by Community Builders and provides clear opportunities for career growth.

## APPROACH

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Segal Waters reviewed 18 comparable employers as part of the study. The participating agencies were identified by the City as being representative of a competitive labor market and included a combination of local cities, counties, school districts, transportation entities, universities, and utilities.

The consultant analyzed the classification and job description questionnaires (JDQs) completed by hundreds of Community Builders. Segal Water recommended that the City create new job titles and revise current titles to more precisely identify the level and scope of work being done by Community Builders. In addition, 400 new job descriptions were created as part of an updated classification structure.

As part of the study, Segal Waters gathered and analyzed best practices for modern compensation plans and benchmarked 100 jobs. They reviewed base salaries, salary structures, and incentives to create a new compensation plan for the City. The compensation analysis is based on public and private sector market averages and is relative to the 75th percentile of the market.

## RECOMMENDATIONS

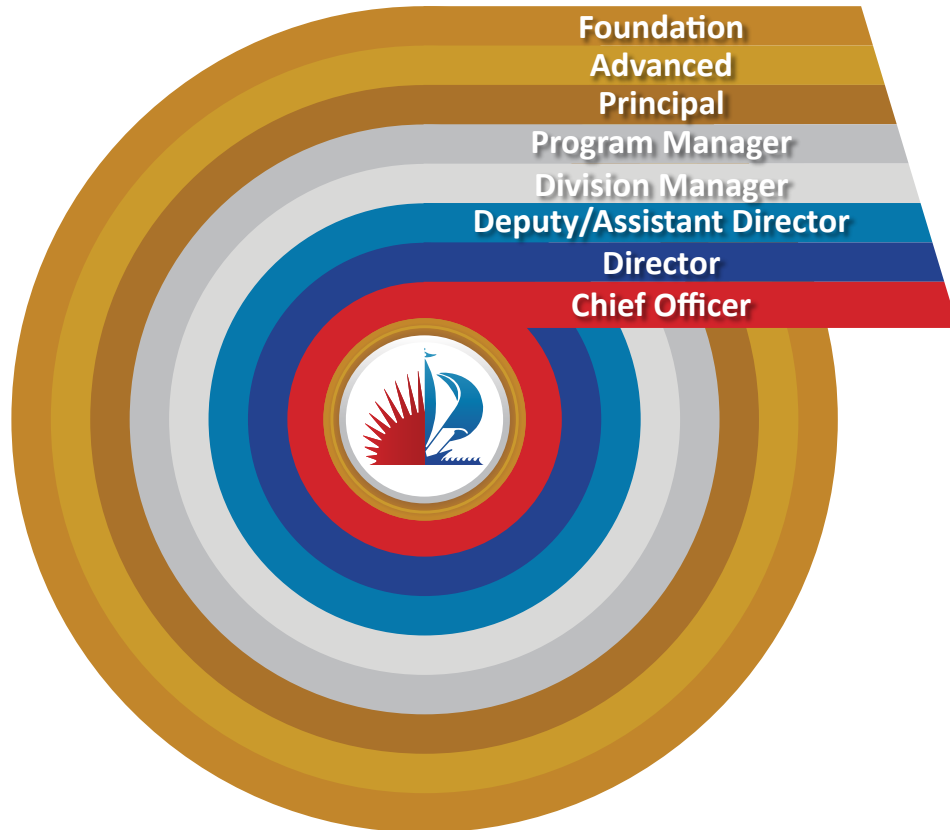
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As part of the consultant's recommendations, the City's classification plan has been updated and is now organized by new classification levels (see chart on page 3 for level descriptions). The plan groups together jobs with similar responsibilities and requirements that can be compensated within similar pay ranges.

This new classification structure outlines career paths that support Community Builder advancement. Job descriptions explain the qualifications and skills needed so Community Builders can plan and prepare for new opportunities and career growth.

## CLASSIFICATION LEVELS

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### City of Fort Lauderdale – Classification Levels

"Hire for Passion. Train for Success."

CLASSIFICATION LEVELS	
<b>CHARTER OFFICER</b>	Charter Officers are appointed by the City Commission and their duties are delineated in the Charter of the City of Fort Lauderdale (not included in study).
<b>CHIEF OFFICER</b>	The Chief Officer level is comprised of positions with executive responsibility. Incumbents in this classification level develop and oversee the implementation of policy and programs for two or more departments or major organizational areas of the organization.
<b>DIRECTOR</b>	The Director level is comprised of positions with full responsibility for the administration of a department and functions assigned to that department. Directors guide operations by establishing objectives, policies, rules, practices, methods, and standards. Latitude for decision-making is significant and impact on decisions can have a significant, long-term impact on the organization.
<b>DEPUTY/ ASSISTANT DIRECTOR</b>	The Deputy/Assistant Director level is comprised of positions reporting directly to a Director with responsibility for the administration of multiple divisions or programs within a department. Positions in this classification level may also oversee elements of operations or internal support within a department and assist the Director with establishing objectives, policies, rules, practices, methods, and standards. Latitude for decision-making is significant and impact on decisions can have a significant, long-term impact on the organization.
<b>DIVISION MANAGER</b>	The Division Manager level is comprised of positions with full functional management responsibility for a major division of the organization. Division Managers have significant responsibility for formulating, administering, or managing the implementation of multiple policies or programs; responsibility for directing the work of others through at least the next lower classification level of supervision; and significant responsibility for overseeing and planning the delivery of services assigned to the division.
<b>PROGRAM MANAGER</b>	The Program Manager level is comprised of positions that provide direct support to a Division Manager or have management responsibility for a major program of the organization. Program Managers may supervise staff and/or provide expertise in a specialized program area that is critical to the mission of the organization. An incumbent in this position typically is a subject matter expert who possesses highly specialized knowledge, skills, abilities, experience, and has responsibility for overseeing and planning the delivery of those specialized services.
<b>PRINCIPAL</b>	The Principal level is comprised of positions that are typically the highest level in a career series and is assigned to duties and responsibilities that are complex, difficult, and varied. Work may require problem solving, the development and adoption of non-standard procedures, oversight of a program/process, and provision of quality controls. Work may be performed under limited supervision or direction. An incumbent may possess considerable latitude to accomplish tasks and may also oversee a specialized area of the organization that has program or process responsibility and may have responsibility for supervising Community Builders or supporting a Division or Program Manager.
<b>ADVANCED</b>	The Advanced level is comprised of positions that are typically the second highest tier in a career series and incumbents are expected to be fully trained and competent to independently perform the full range of duties. Advanced Community Builders may also assist in training and providing direction to others. The incumbent may have some latitude for independent judgment and, within prescribed parameters, may vary work methods and procedures. Work is usually performed under general supervision.
<b>FOUNDATION</b>	The Foundation level is comprised of positions that typically require on-the-job training for Community Builders with limited work experience. Assignments are generally narrow in scope and are performed within a procedural framework established by supervisors. These positions may have a defined training period and a formal training program with established competencies to be acquired. Work is performed under close supervision.

## **SALARY COMPENSATION**

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Two salary structures have been recommended for implementation, General and Management. The City's pay structures were updated to ensure salaries are at least at the 75th percentile (top 25 percent) of the average market data collected from comparable employers. To maintain the 75th percentile in the marketplace, the Human Resources Department will conduct salary surveys every two years to assess market changes.

Ranges of pay grades with minimums and maximums have been established to reflect average market spreads. Recommended ranges are 55% for General Employees and 70% for Managers.

Grade progression reflects the percentage difference between each pay grade. Suggested grade progressions are 11% for General Employees and 8% for Managers.

The number of pay grades has been reduced from 168 to 20. Pay grades 1-13 are for general employee level classifications and 16-20 are for management level classifications.

To implement the study recommendations, the Human Resources Department will merge the updated pay structures with current policies to create a comprehensive document that will become the City's Compensation Plan.

All Community Builders will receive a 2.05% increase effective the first pay period of the new fiscal year.

Community Builders earning less than the proposed minimum will be given a pay increase to meet the minimum of the new pay range.

Community Builders at the top of their pay range will be eligible for a lump-sum merit-based payment of 1.5% or 3% of their base annual rate, depending on their annual evaluation.

## **BENEFIT COMPENSATION**

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The City of Fort Lauderdale offers eligible Community Builders a comprehensive benefits package that includes medical, dental, vision, life insurance, health care and dependent care flex spending accounts, wellness initiatives, retirement plans and a variety of voluntary benefits.

## **RETIREMENT BENEFITS**

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Based on hire date, the City contributes 9% of employee earnings, on behalf of all eligible Community Builders, to individual Defined Contribution 401(a) Money Purchase Retirement Accounts. No Community Builder contribution is required or permitted. Eligible full-time employees of the Fraternal Order of Police (FOP) and International Association of Firefighters (IAFF) participate in the Defined Pension Benefit covered under the City of Fort Lauderdale Police and Fire Retirement System. Based on hire dates, grandfathered City employees are eligible for a Defined Pension Benefit under the City of Fort Lauderdale General Employees' Retirement System (GERS).

## MEDICAL PLANS

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Employees are eligible for medical coverage. The City contributes monthly for employees enrolled in medical/pharmacy benefit coverage. The employee's cost share is based on the plan and tier of coverage selected. The employee rates are subject to change annually. Medical Plans include the following:

- The CIGNA Medical network has three plan options: Open Access Plus In-Network Plan 1, Open Access Plus In-Network Plan 2, and the Consumer Driven Health Plan. The Consumer Driven Health Plan includes an annual City contribution to a Health Reimbursement Account to pay for eligible health and pharmacy expenses. The Health Reimbursement Account fund is determined by tier of coverage.
- Health and Wellness Center (Operated by Marathon Health): Employees and their dependents (ages 6+) enrolled in any of the Cigna Medical Plans may use the Health and Wellness Center. Participants may receive professional services from the physician, physician assistants, nurse practitioner, and registered dietitian at no cost (exception of lab fees outside the Center). The Center stocks a supply of 30 to 40 generic prescription medications at no cost. A list of all services available at the center may be found at [www.fortlauderdale.gov/benefits](http://www.fortlauderdale.gov/benefits).
- Wellness Incentive Program: \$500 annual incentive for completing required wellness initiatives.
- Employee Assistance Program (EAP): The EAP is available to all regular status Community Builders and immediate family members who live in the employee's household. The EAP covers counseling, legal and financial assistance, child care, parenting, senior care and stress management.

## DENTAL PLANS

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Community Builders are eligible for dental coverage. The City covers 100% of premiums for management employees, and 50% for confidential employees (Community Builders represented by collective bargaining are covered in accordance with their respective contractual language). The employee's cost share is based on the plan and tier of coverage selected. The employee rates are subject to change annually. There are two plan options for non-International Association of Fire Fighters (IAFF) employees to choose from: Cigna Dental Preferred Provider Organization (DPPO) and Cigna Dental Health Maintenance Organization (DHMO). IAFF employees may enroll in a Cigna DPPO customized for their employer group.

## LIFE INSURANCE

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The City provides a \$10,000 Basic Group Term Life Insurance policy for management, confidential, professional and supervisory employees at no cost to the employee. Community Builders may purchase additional voluntary group term life insurance coverage not to exceed \$400,000. In addition, spouse, domestic partner and child coverages are available for purchase.

## VOLUNTARY BENEFITS

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Community Builders may also elect to participate in the following voluntary benefit plans: vision, healthcare and dependent care flexible spending accounts, gap insurance, legal insurance, accident insurance, short-term disability, critical illness/cancer, deferred compensation 457(b) plans, Florida-prepaid college tuition and loans at work via payroll deduction.

## MANAGEMENT CATEGORY BENEFITS

Employees in positions that are overtime-exempt and assigned a management category will be provided with the following additional benefits:

MANAGEMENT CATEGORY	VACATION	ALLOWANCE BENEFITS	ANNUAL PHYSICAL EXAMINATION	HOSPITAL-MEDICAL EXPENSE INSURANCE	VEHICLE ASSIGNMENT
V	Four (4) additional days per calendar year (must use) or option of accepting cash payment at 75%.	Exempt Employee Expense Allowance \$80.00/month  Vehicle Allowance Mileage Reimbursement rate (see PSM 9.4.4.1)	Reimbursed for 25% of the cost of a complete physical examination up to a maximum of \$62.50.	*The City pays a portion of the cost of basic & major medical insurance for both employee & eligible family members. Employee contributions for basic & major medical insurance cost shall be established by resolution adopted by the City Commission.	The City Manager may assign a take-home vehicle to an employee where circumstances of the position warrant such action.
IV	Five (5) additional days per calendar year (must use) or option of accepting cash payment at 75%.	Exempt Employee Expense Allowance \$120.00/month  Vehicle Allowance Mileage Reimbursement rate (see PSM 9.4.4.1)	Reimbursed for 25% of the cost of a complete physical examination up to a maximum of \$62.50.	*The City pays a portion of the cost of basic & major medical insurance for both employee & eligible family members. Employee contributions for basic & major medical insurance cost shall be established by resolution adopted by the City Commission.	The City Manager may assign a take-home vehicle to an employee where circumstances of the position warrant such action.
III	Six (6) additional days per calendar year (must use) or option of accepting cash payment at 75%.	Vehicle Allowance \$250.00/month	Reimbursed for 50% of the cost of a complete physical examination up to a maximum of \$125.00.	*The City pays a portion of the cost of basic & major medical insurance for both employee & eligible family members. Employee contributions for basic & major medical insurance cost shall be established by resolution adopted by the City Commission, except that sworn Police Management in this category may elect in lieu of the foregoing the basic and major medical insurance coverage available under the F.O.P. Lodge 31 Collective Bargaining Agreement, as provided in Resolution No. 99-93, as same may be amended from time to time.	The City Manager may assign a take-home vehicle to an employee where circumstances of the position warrant such action. This assignment would be in lieu of car allowance.
II	Eight (8) additional days per calendar year (must use) or option of accepting cash payment at 75%.	Vehicle Allowance \$340.00/month	Reimbursed for 100% of the cost of a complete physical examination (exclusive of EKG stress tests) up to a maximum of \$250.00. Reimbursed for EKG stress tests to a maximum of \$150.00.		The City Manager may assign a take-home vehicle to an employee where circumstances of the position warrant such action. This assignment would be in lieu of car allowance.
I	Ten (10) additional days per calendar year (must use) or option of accepting cash payment at 75%.	Vehicle Allowance \$390.00/month	Reimbursed for 100% of the cost of a complete physical examination (exclusive of EKG stress tests) up to a maximum of \$250.00. Reimbursed for EKG stress tests to a maximum of \$150.00.		The City Manager may assign a take-home vehicle to an employee where circumstances of the position warrant such action. This assignment would be in lieu of car allowance.

\*Ordinance No. C-02-16 effective 06-23-02

**Additional information, including summaries of each of these benefits, may be found at**  
<http://www.fortlauderdale.gov/departments/human-resources/employee-benefits>.

## PROPOSED ADDITIONAL COMMUNITY BUILDER BENEFITS

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The City is considering the following additional benefits:

- Basic Life and Accidental Death and Dismemberment (AD&D) Insurance increased from \$10,000 to one times the annual salary, paid by the City, for all regular status Community Builders.
- Long-Term Disability Insurance, paid by the City, for all Community Builders in a 401(a) Retirement Plan.

The City will continue to consider additional benefits to ensure it provides competitive packages, as well as rewarding careers that support a well-trained, innovative and neighbor-centric workforce.

## CONCLUSION

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We thank all of our Community Builders who participated in the Classification and Compensation Study. Your hard work and valuable input is reflected in the outcomes of the study. Moving forward, we are confident that the new pay and benefit plan will enable us to competitively compensate Community Builders, provide opportunities for career development and advancement, and assist in attracting and retaining talented employees to strengthen and enhance efforts to serve our neighbors and build community in Fort Lauderdale.