



City of Jonesboro

Job Evaluation Salary Administration Program

Presentation To:

City Council

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Job Evaluation Salary Administration Program (JESAP Paying People Fairly®)

- ❑ Pay System that encourages an Internal Equitable Pay Structure and External Competitive Compensation for City Employees
- ❑ Use of Vertical and Horizontal Axis illustrates the comparisons of pay internally and externally.

JESAP Process

- ❑ Electronic Position Analysis Questionnaires
- ❑ 121 Job Titles and Job Descriptions
- ❑ Rating of 121 Jobs – Use of 15 Factor System
- ❑ Sore Thumbing – Review of Position Ratings
- ❑ External Market Pay and Benefits Survey
- ❑ Review and Comparison of Market Data
- ❑ Development of Internal Pay-line Pay Ranges
- ❑ All Data Stored in JESAP Software Database

Job Descriptions

Job Description Format

- Position Title, Dept. and Supervisor
- Essential Duties & Responsibilities
- Budget, Facilities, and Equipment Responsibilities
- Education and Experience (Minimum Requirements)
- Supervision
- Communication, Mathematical & Critical Thinking Skills
- Decision Making, Mental Demand & Problem Solving
- Certificates, Licenses and Registrations
- Internal and External Communications
- Use of Equipment and/or Computers
- Physical Demands and Work Environment

JESAP Rating System – 15 Factors

Knowledge & Skill Requirements

1. Experience – General
2. Experience – Management
3. Education
4. Initiative and Ingenuity
5. Mental Demand
6. Analytical Ability and Problem Solving

JESAP Rating System – 15 Factors

Responsibilities

7. Responsibilities for Work of Others
8. Responsibilities for Funds, Equipment, Property, etc.
9. Responsibilities for Accuracy
10. Accountabilities (End Results)

JESAP Rating System – 15 Factors

Contacts/Human Relations

- 11. Contacts with Public
- 12. Contacts with Employees

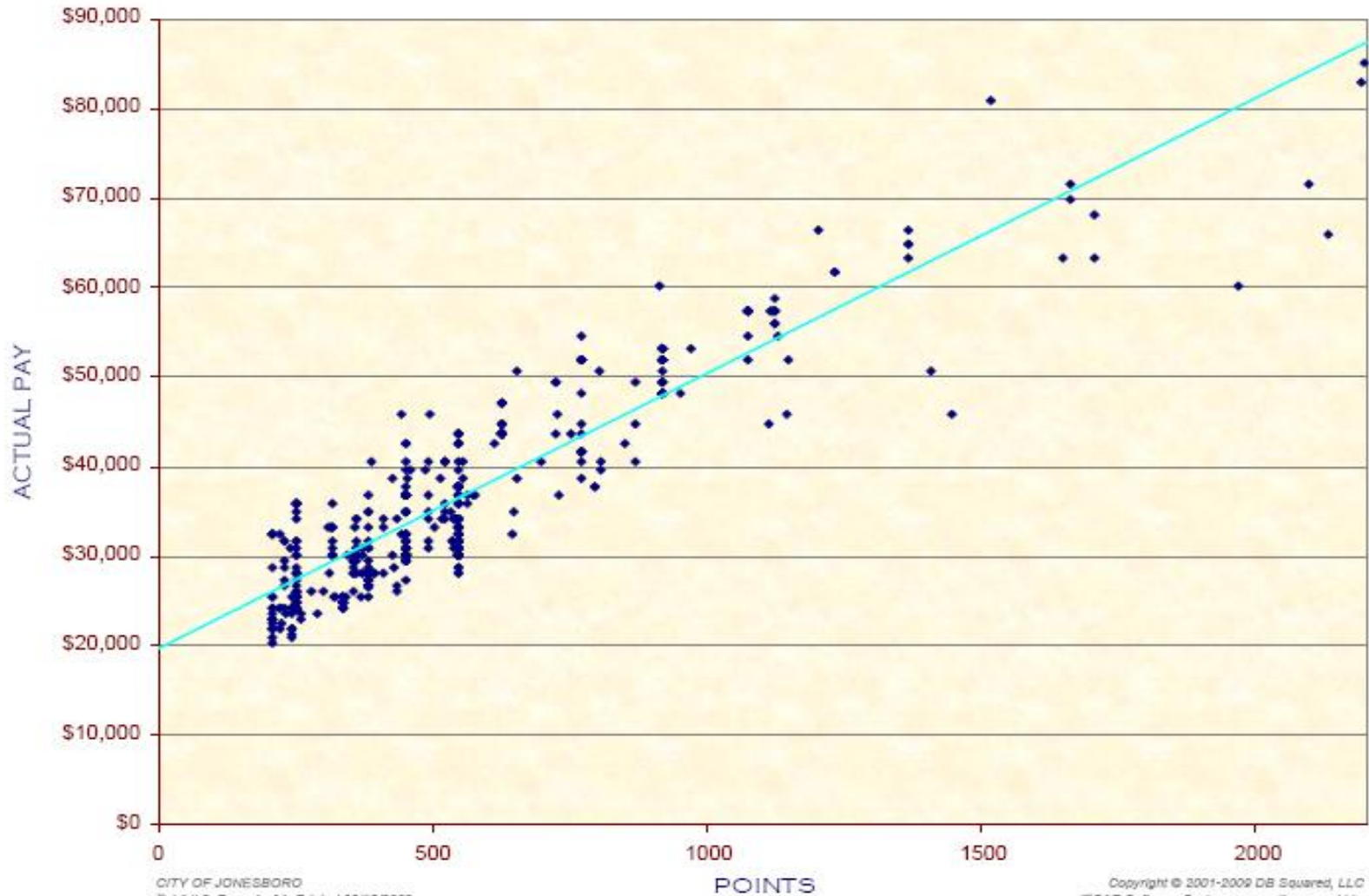
Efforts

- 13. Machine and Computer Operations
- 14. Working Conditions/Hazards
- 15. Physical Demands

JESAP Sore Thumbing Process consisted of . . .

- ❑ 121 Positions Rated
- ❑ City Positions' Point Range Spread 208 to 2,199
- ❑ Review of All Position Ratings Without Regard to Present Internal Pay
- ❑ Sore-thumbing Process: Positions Above or Below Based on Job Complexity, Knowledge, Responsibility, Authority and Accountability
- ❑ Placement Prior to Market Salary Data Infusion

City of Jonesboro Internal Pay Line - Scattergram



CITY OF JONESBORO
Exhibit 2, Page 1 of 1. Printed 03/16/2009.

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External Market Pay Study

Survey Participants & Studies

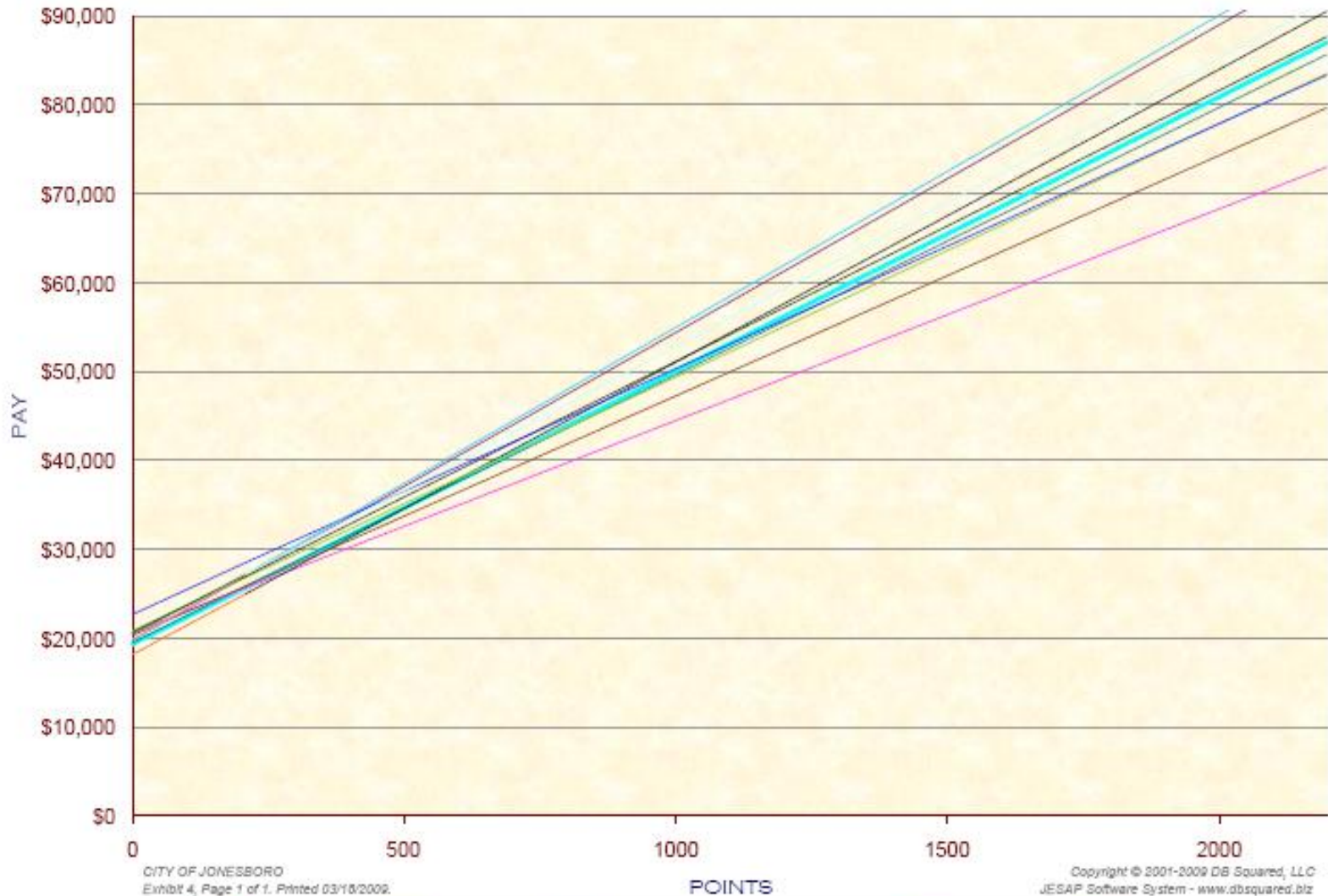
- ✓ *Arkansas Compensation Association Study*
- ✓ *Arkansas Occupational Wage Study - Jonesboro*
- ✓ *Conway, AR*
- ✓ *2008 Compdata Survey – Arkansas*
- ✓ *Jackson, TN*
- ✓ *NEA Clinic & Nestle - Jonesboro*
- ✓ *North Little Rock*
- ✓ *Paducah, KY*
- ✓ *Rogers, AR*
- ✓ *Salary Source 2008 - Jonesboro*

External Market Pay Study

City Positions Pay-line Comparison with Market Pay

<u>Survey Comparison</u>	<u>Percent Variance with City of Jonesboro</u>	<u># of Comparisons</u>
Comparison 9	-6.6%	67
Comparison 5	-6.3%	67
Comparison 10	-5.5%	66
Comparison 8	-5.3%	37
Comparison 7	-2.8%	108
Comparison 6	-0.8%	112
Comparison 3	-0.1%	78
Comparison 1	+2.0%	52
Comparison 4	+3.3%	112
Comparison 2	+8.0%	110

Market Pay Lines Comparison



External Market Pay Study Variance

City Positions Pay-line Comparison with Market Pay

MEAN VARIANCE : -1.40%

MEDIAN VARIANCE: -1.80%

- Pay Inflation for 2009 will average 3%
- Pay Line Adjustment for Salary Range Policy:
4.4%

External Employee Benefits Study

City's Benefits Compared with Market Benefits from Public and Private Organizations

- Comparison with 6 municipalities, one large medical clinic, one local university and the Arkansas Compensation Association Benefits Study (74 Public and Private Organizations in the Greater Little Rock – Central Arkansas area).
- The employee benefits offered by the City of Jonesboro are very competitive when compared to the benefits offered by the above organizations. See Handout.

Proposed City Position Titles and Ranges

JESAP Range	Range Midpoint	Grade Level	Policy Pay Range		
			Min (80%)	Midpoint	Max. (120%)
2101-2200	2150	131	\$ 71,435	\$ 89,293	\$ 107,152
2001-2100	2050	130	\$ 68,862	\$ 86,077	\$ 103,293
1901-2000	1950	129	\$ 66,289	\$ 82,861	\$ 99,433
1801-1900	1850	128	\$ 63,716	\$ 79,645	\$ 95,574
1701-1800	1750	127	\$ 61,143	\$ 76,429	\$ 91,714
1601-1700	1650	126	\$ 58,570	\$ 73,213	\$ 87,855
1501-1600	1550	125	\$ 55,997	\$ 69,996	\$ 83,996
1401-1500	1450	124	\$ 53,424	\$ 66,780	\$ 80,136
1301-1400	1350	123	\$ 50,851	\$ 63,564	\$ 76,277
1201-1300	1250	122	\$ 48,278	\$ 60,348	\$ 72,417
1101-1200	1150	121	\$ 45,705	\$ 57,132	\$ 68,558
1001-1100	1050	120	\$ 43,132	\$ 53,916	\$ 64,699
901-1000	950	119	\$ 40,560	\$ 50,699	\$ 60,839

Proposed City Position Titles and Ranges

JESAP Range	Range Midpoint	Grade Level	Policy Pay Range		
			Min (80%)	Midpoint	Max. (120%)
801-900	850	118	\$ 37,987	\$ 47,483	\$ 56,980
751-800	775	117	\$ 36,057	\$ 45,071	\$ 54,085
701-750	725	116	\$ 34,770	\$ 43,463	\$ 52,156
651-700	675	115	\$ 33,484	\$ 41,855	\$ 50,226
601-650	625	114	\$ 32,198	\$ 40,247	\$ 48,296
551-600	575	113	\$ 30,911	\$ 38,639	\$ 46,367
501-550	525	112	\$ 29,625	\$ 37,031	\$ 44,437
451-500	475	111	\$ 28,338	\$ 35,423	\$ 42,507
401-450	425	110	\$ 27,052	\$ 33,815	\$ 40,577
351-400	375	109	\$ 25,765	\$ 32,206	\$ 38,648
301-350	325	108	\$ 24,479	\$ 30,598	\$ 36,718
251-300	275	107	\$ 23,192	\$ 28,990	\$ 34,788
150-250	200	106	\$ 21,263	\$ 26,578	\$ 31,894

Employee Pay Positioning

Range Percentage Spread 80% to 120%

Utilize present salary range spread of 80% to 120% to create salary range minimum and maximum boundaries. The present composition of employees' pay within the pay range quartiles based on the proposed salary policy pay ranges is presented in the table below:

Under Min	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile	Over Max
23	170	114	117	39	17
4.8%	35.4%	23.8%	24.4%	8.1%	3.5%

Employees Under Range Minimum

- ❖ Operations Manager
- ❖ Public Works Director
- ❖ Transit Director
- ❖ 911 Director
- ❖ Facilities Maintenance Director
- ❖ Police Officers (4) Probation Period
- ❖ Firefighter (1) Probation Period
- ❖ Accounting Technicians (2)
- ❖ Maintenance Technician
- ❖ Transit Accounting Assistant
- ❖ Code Enforcement Officer
- ❖ Transit Drivers (4)
- ❖ Transit Clerk
- ❖ Sanitation Worker
- ❖ Street Maintenance Laborers (2)

Summary:

Total \$\$ Amount < Minimum	\$28,718
Total # of Employees < Minimum	23

Employees Over Range Maximum

- ❖ Police Sergeant
- ❖ Financial Accountant
- ❖ Transit Director
- ❖ Contract Coordinator
- ❖ Firefighters (2)
- ❖ Budget Specialist
- ❖ Accounts Payable Specialist
- ❖ Equipment Operators (6)
- ❖ Park Maintenance Worker
- ❖ Street Maintenance Labors (2)

Summary:

Total # of Employees > Maximum

17

Recommendations:

- **Adopt JESAP salary policy ranges as presented in this study.**
- **Utilize salary range spread from 80% - 120% of the range midpoint.**
- **Budget an average 3.0% employee pay increase for 2010 (*if budget allows for this adjustment*).**
- **Address the pay for 22 employees (22) below the new salary range minimums. A total of approximately \$28,718 to bring the annual pay up to the proposed pay range minimums.**
- **Recognize that the City is offering a competitive benefit package – see handout.**
- **Review, revise and approve a copy of the Salary Administration Policy located in the JESAP Software Help Index.**
- **Continue to update and utilize the Job Evaluation and Salary Administration Program, JESAP system on an annual basis. Revise or development new electronic job descriptions and re-rate or rate new jobs as needed.**

Questions & Answers