

Classification & Compensation Study: City of Harrisonburg, VA



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About Us



Baker Tilly

- Headquartered in Chicago, IL
- 10th largest accountancy and business advisory network in the world;
- 9th largest in the U.S.
- Baker Tilly has existed for more than 90 years, **and local governments were some of our first clients!**

Public Sector Advisory

- **Human Capital**
Compensation
Executive Recruitment
Strategic Planning
Succession Planning
Organizational Improvement
- **Operational Finance and Fiscal Planning**
Risk Advisory
Internal Audit
Capital Improvement
Budgeting and Financial Management
Fiscal Impact Analysis
User Fee Studies
- **Economic Development**
Incentive Capacity Analysis
Development Strategy
Statutory Compliance

Compensation

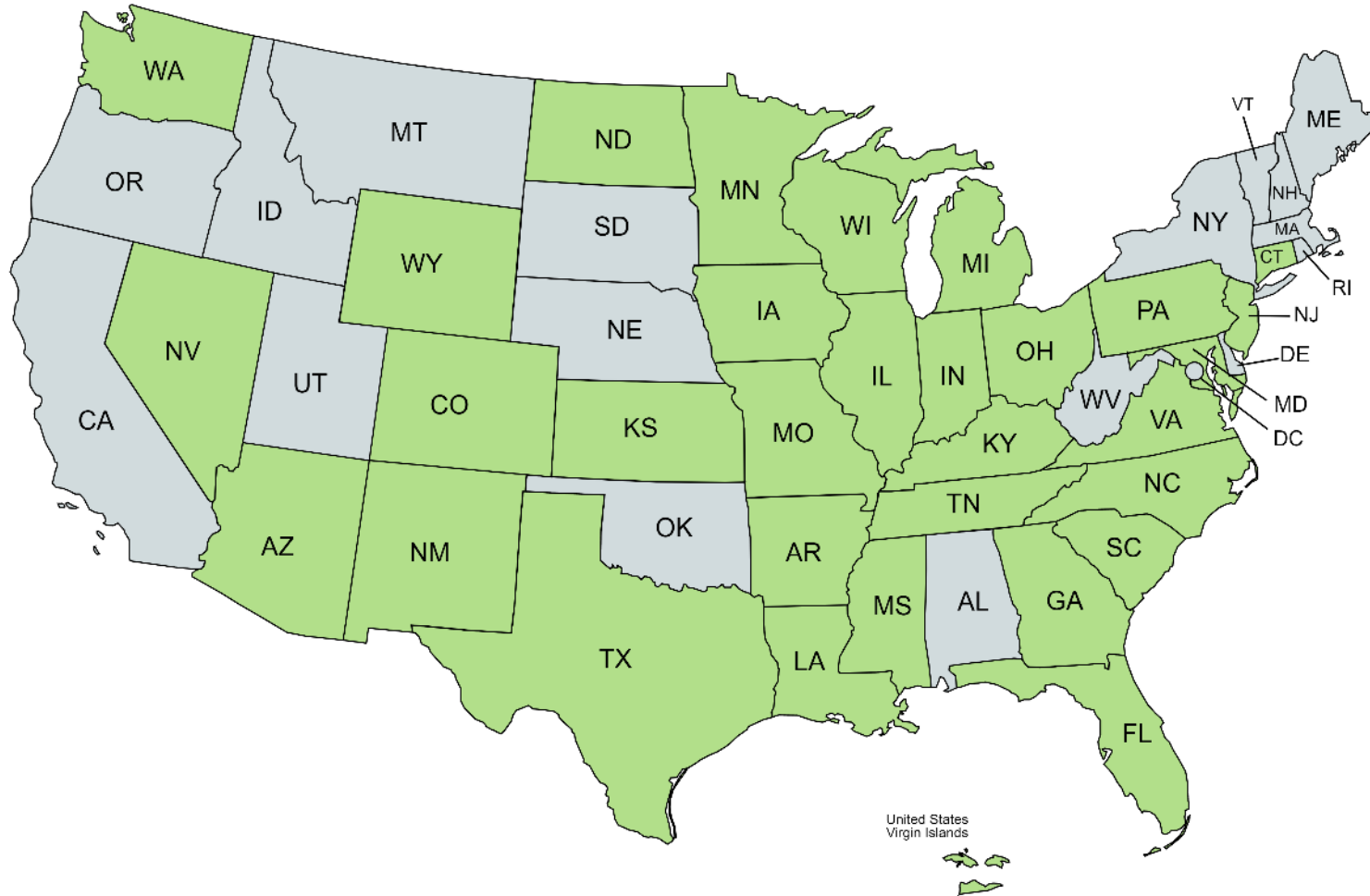
- Conducted more than 400 studies across 31 states since 2012
- Our process and project tools were developed by Certified Compensation Professionals
- Have our own point-factor job evaluation tool, SAFE, which was **developed specifically to measure internal value of local government jobs.**

Public Sector

- **Baker Tilly is organized by industry**, not service line.
- 420+ government focused professionals
- Serving 3,100+ state and local government entities



Our footprint



- City, Town, Village
- County
- Bridge, Tunnel, Tollway
- Community Development Agency
- Housing Authority
- Library
- Metropolitan Planning Organization
- Public Health Agency
- Public Power (electric)
- Public Schools (k12)
- Transportation (bus, rail, airport)
- Utilities (water, wastewater)
- Watershed/River Authority

Compensation Consulting Team



Jada Kent, CCP
Plano, TX



Brenda Turner, CCP
Plano, TX



Laura Linehan, PHR
St. Paul, MN



Jama McClung
Washington, DC



Diana Muriithi
Plano, TX



Thomas Patton
Denver, CO



Lexi Scholten
St. Paul, MN



Sarah Towne
Tampa, FL

PROJECT TEAM

Jada Kent, Project Leader



- Bachelors in History
- Masters in Public Administration
- **Certified Compensation Professional (CCP)**
- Compensation consulting practice leader

- Joined Baker Tilly in 2015; resides in the Plano, TX office.

- Formerly public affairs specialist in the U.S. Army and Texas Air National Guard, respectively.

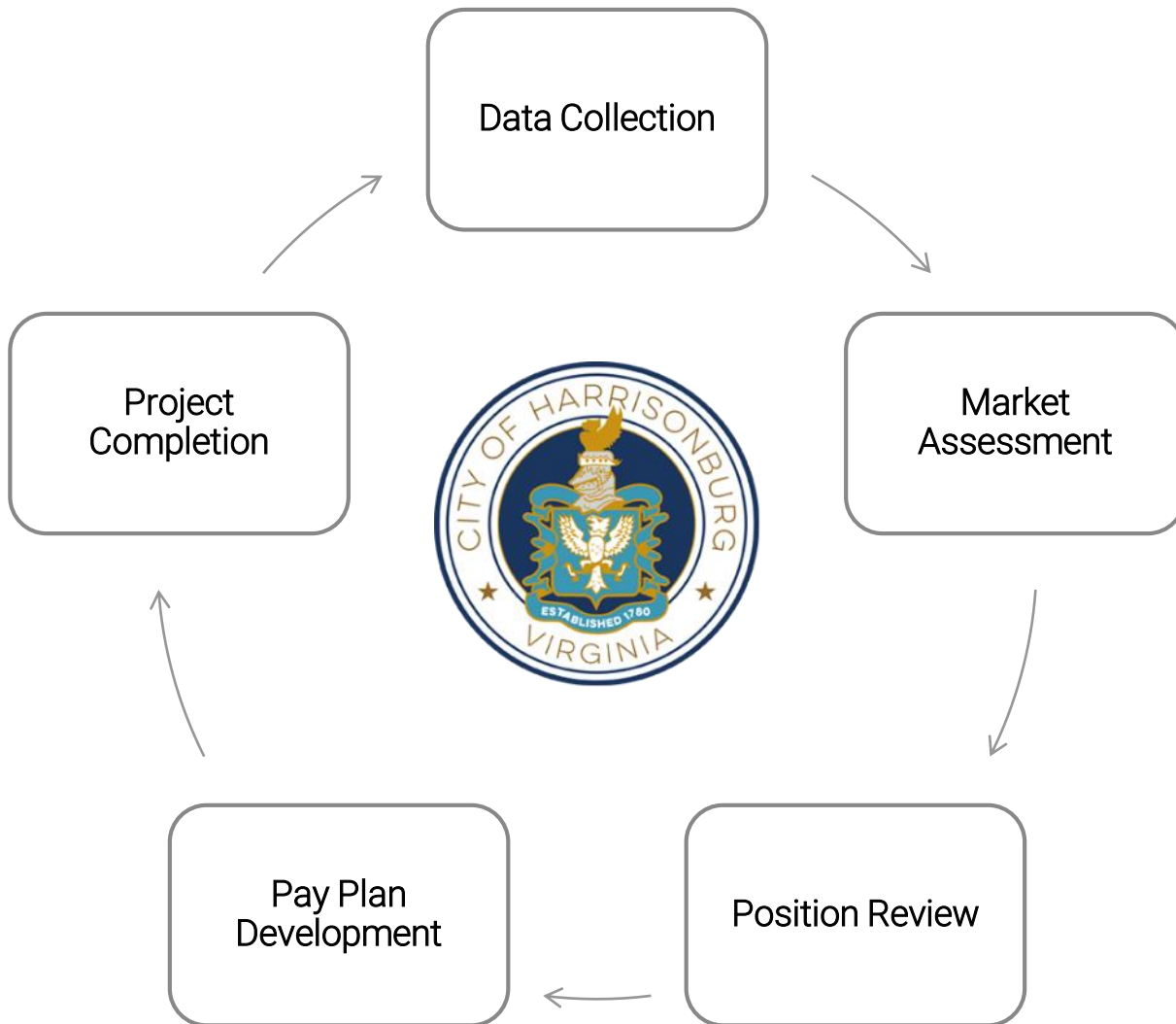
Brenda Turner, Project Manager



- Bachelors in Business Admin.
- Masters in Business Admin.
- **Certified Compensation Professional (CCP)**
- Global Remuneration Professional (GRP)

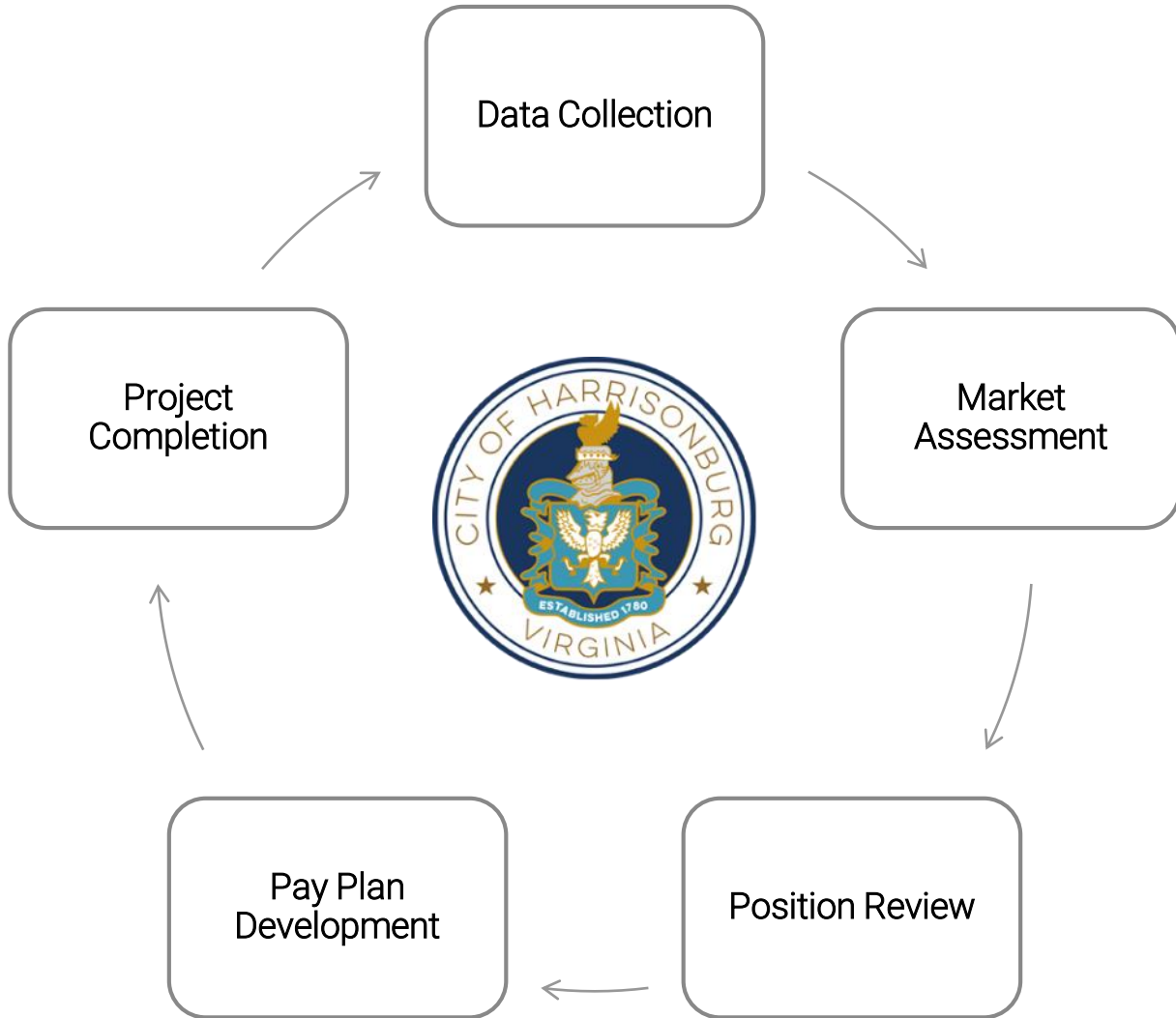
- Joined Baker Tilly in 2020; resides in the Plano, TX office.

- Formerly Senior Director of Global Compensation for a global technology company. Has also served in various compensation, finance and accounting roles in the hospitality, travel, and technology industries.



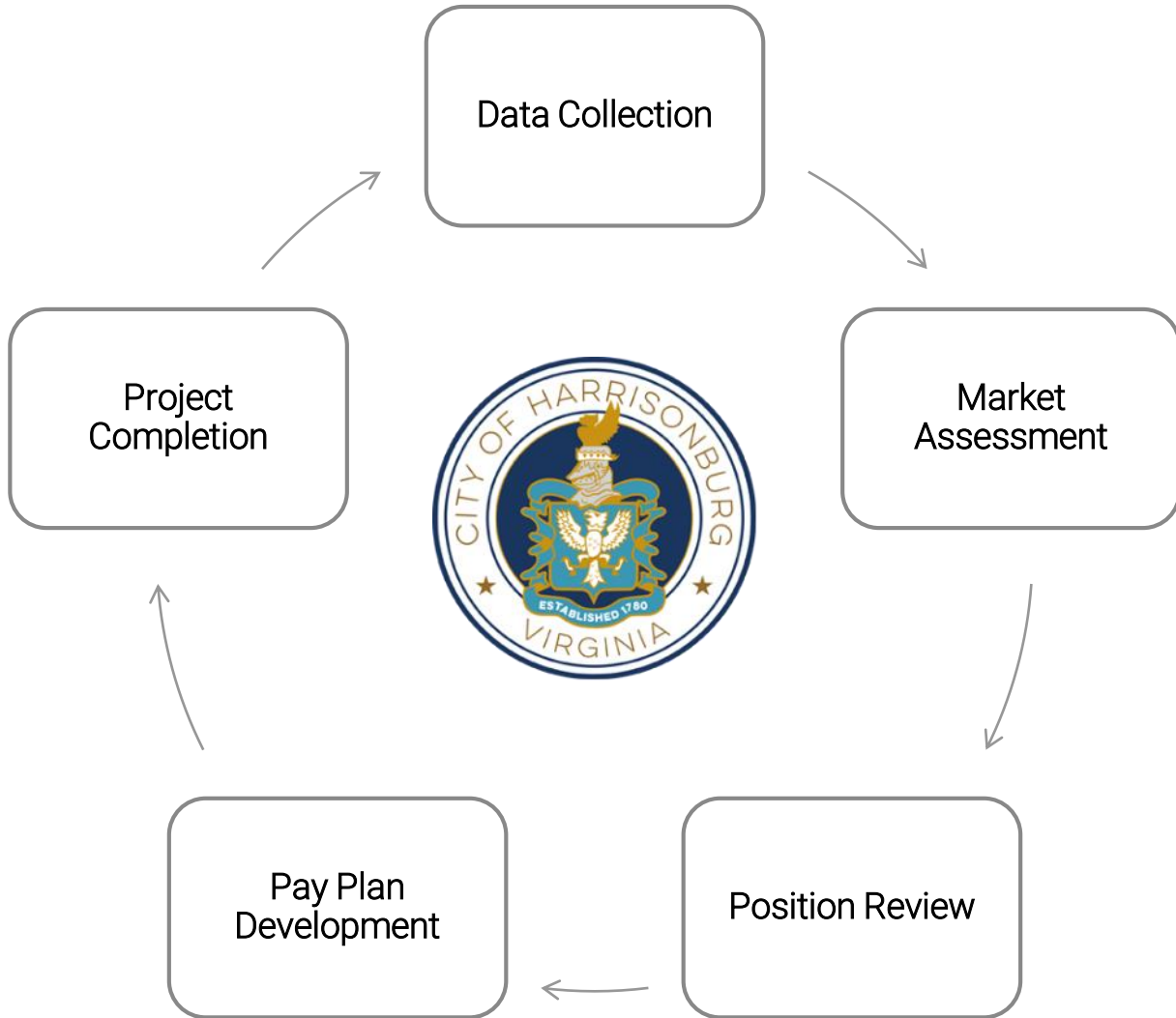
Data Collection

- Planning meetings to establish goals for study
- Collect data:
 - Pay structures
 - Policy handbook
 - Job descriptions
 - Organization charts
 - 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.



Market Assessment

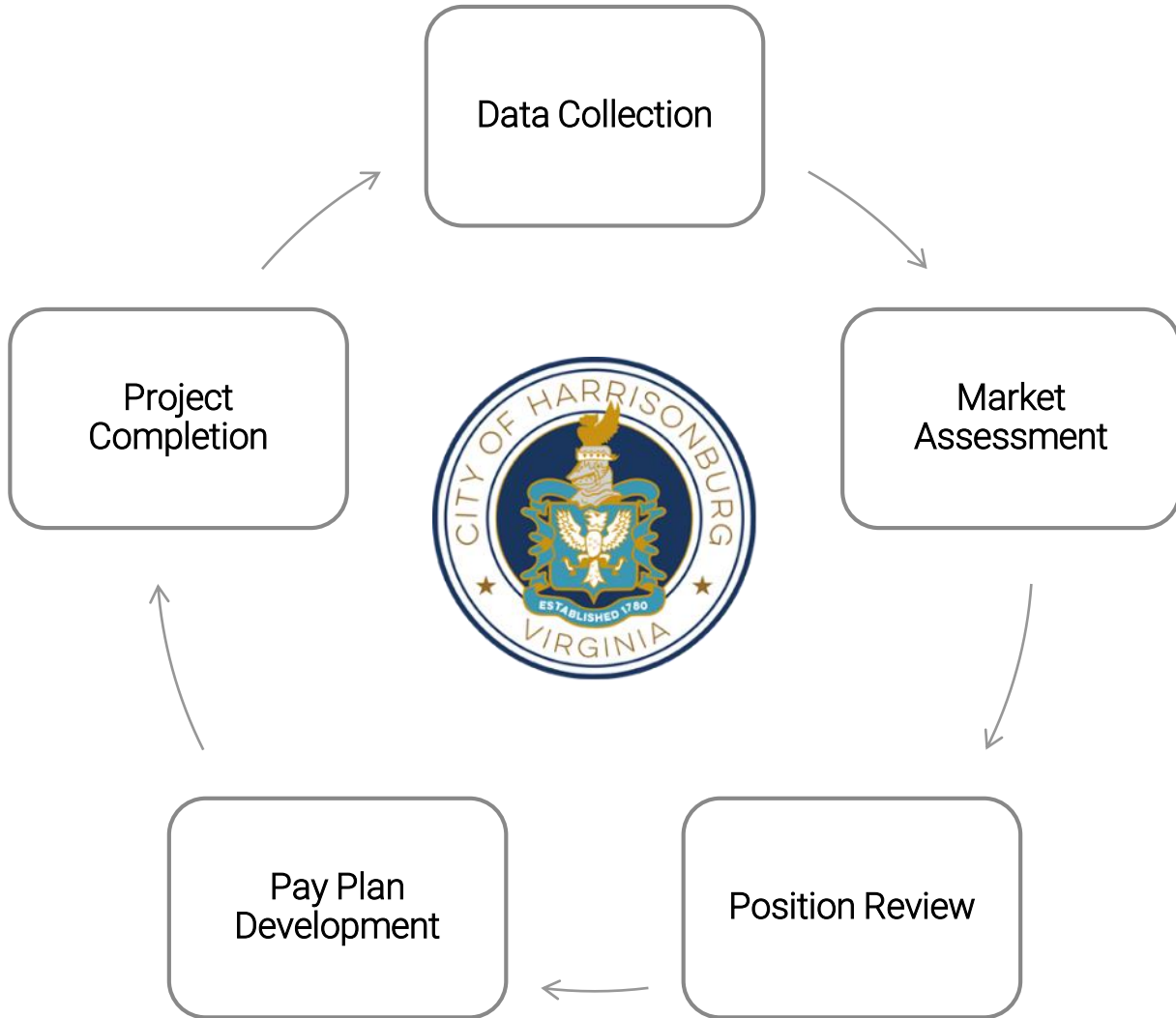
- Baker Tilly will partner with the project team to determine comparable and competitive peer organizations.
 - Published salary survey data will be incorporated for private sector comparison.
- A summary of work + minimum qualifications will be included for each benchmark position.
- Measures are in place to ensure quality and quantity control standards are met.
- Results are prepared to assist the organization in identifying its competitive posture in the market.
- Benefits and pay practice information will be collected and analyzed.



Position Review

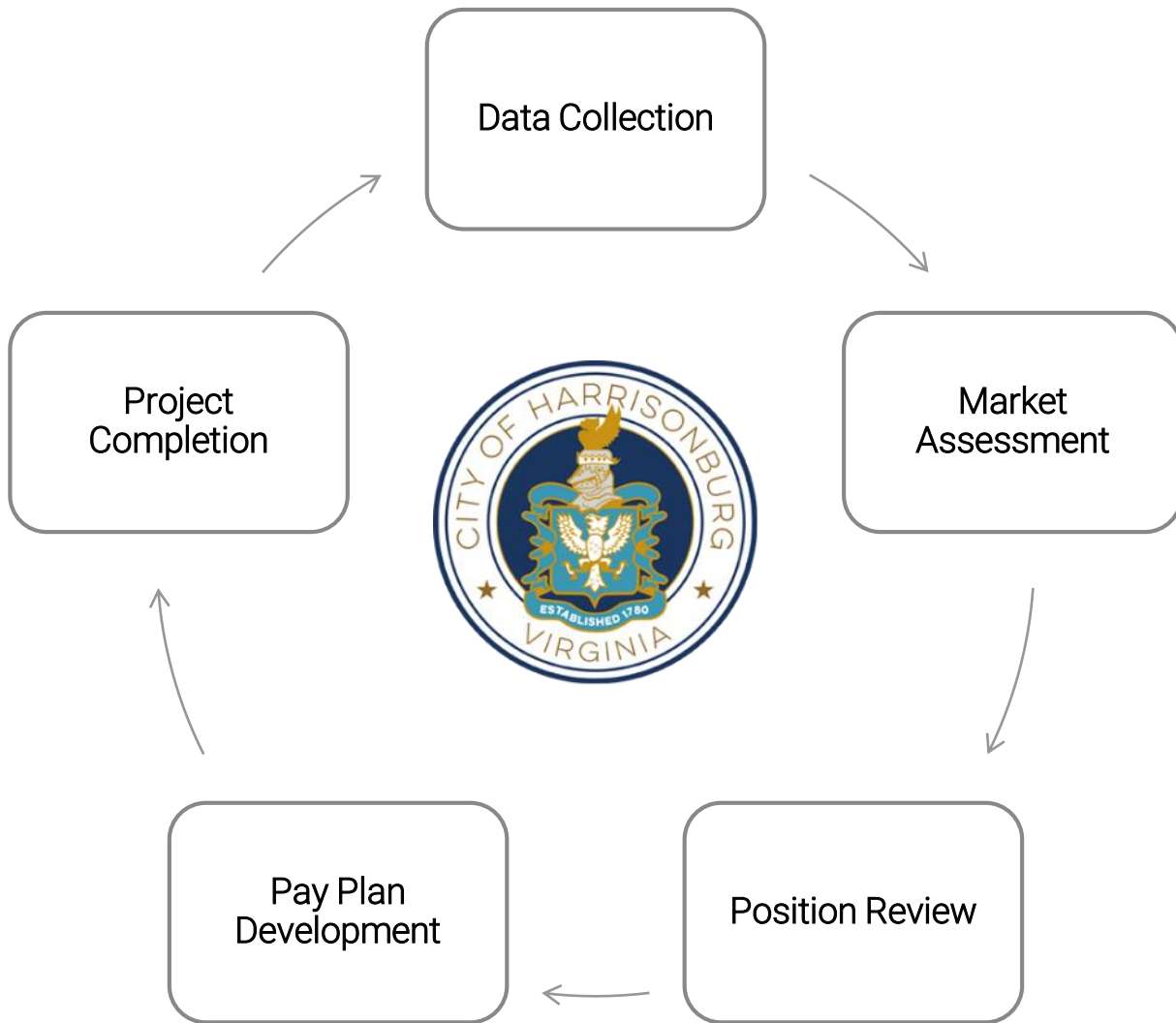
- First, Baker Tilly will review titles to ensure nature and level of work is appropriately reflected.
- Recommendations for adjustments, consolidations, new classifications, new or additional position levels, etc. will be provided for consideration.
- Baker Tilly has a point factor job evaluation tool called SAFE® which was developed specifically for the measurement of local government jobs.
- This process will identify internal equity and is consistent with the Equal Pay Act.
- SAFE® consist of 9 compensable factors:

- | | |
|---------------------|----------------------|
| ➤ Education | ➤ Working Conditions |
| ➤ Experience | ➤ Independence |
| ➤ Level of Work | ➤ Impact |
| ➤ Human Interaction | ➤ Supervision |
| ➤ Physical Demands | |



Pay Plan Development

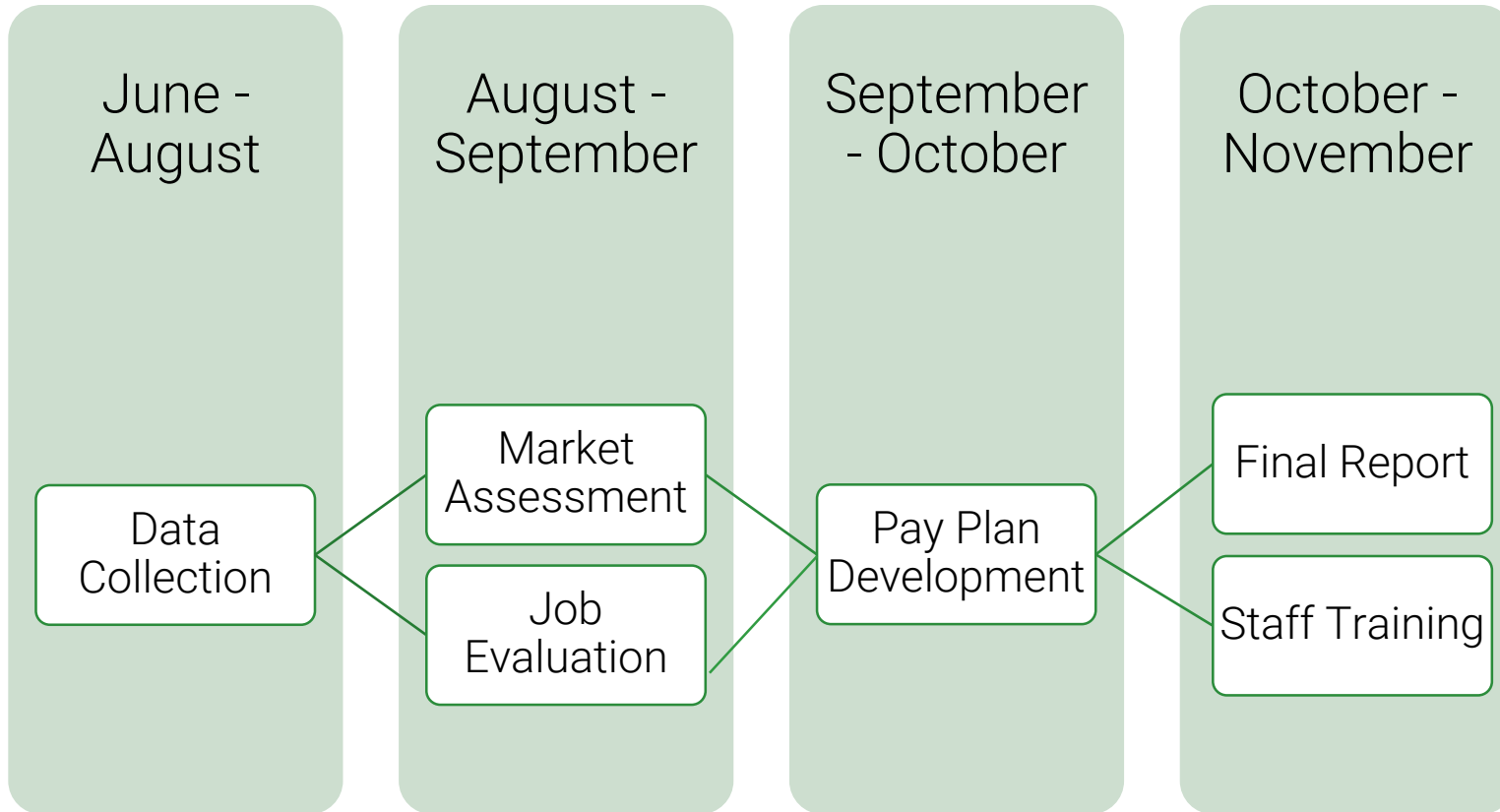
- Baker Tilly will build new pay plans or update existing pay plans
- Grade assignments will be determined using SAFE® job evaluation results, market results, or a mixture.
 - A regression analysis will test the relationship between internal and external data; and to identify outliers.
- Implementation calculations will be prepared
 1. Move to minimum
 2. Organization-wide increases
 3. Increase per years in title (combats compression)
- Changes to your pay plan and grade assignments may impact existing pay policies. Baker Tilly will provide recommendations for updates and/or new policies to consider.



Project Completion

- The final report will document the methodology used, our findings, and recommendations.
- We will present the results to elected officials or senior leadership, as well as employees.
- All project documentation delivered for your records
- Finally, Baker Tilly will provide training to HR staff to administer and maintain the new classification and compensation system – including the SAFE® job evaluation process.

Project Timeline



Frequently Asked Questions

- Will you cut my salary?
 - Baker Tilly never recommends pay decreases as a result of the study.
- Will I get an increase?
 - Possible, but no guarantee as there are many factors to consider. The purpose of this study is to provide a pay structure that will allow the City to maintain a fair, equitable, and competitive position with comparable communities.
- Is my performance being considered?
 - No. We are only looking at the position, not the person in the position.
- How do I account for duties that I only perform part of the year?
 - Consider how much time you spend on each major duty in an annual time frame.
- How many duties can I include?
 - The online PAQ will allow up to 20 entries, but you only need to provide enough to capture the major duties of your position.
- I have temporarily taken on duties from a position that is vacant, do I include those?
 - Unless your supervisor has indicated the vacant position has been eliminated and the additional duties are permanent to your role, do not include those tasks.




Compensation Philosophy: What should it contain?

- Desired position in the marketplace
 - Lead, lag, or at market
- Definition of “market”
 - who do you compete against for talent?
- The rewards focus
 - base vs. variable pay, benefits, etc.
- How jobs are valued
 - internal vs. external, both, etc.
- Administration
 - merit vs. pay for performance, increases, structure updates, bonuses, timing, etc.

These can be approached vaguely or with detail





How to apply your compensation philosophy to the study:

1. Define your competitive labor market and determine the market value for the work performed by positions in your organization.
2. Decide if you want to align with, lead, or lag “the market”
3. Determine what influences will drive grade assignments
 - Internal equity, external equity, or both
4. Decide what factors are important to you for implementing the results. What challenges do you still need to solve?
 - Longevity
 - Compression
 - What is “fair” for everyone
 - Race or gender equity
 - Business Needs = sometimes the data does not yield a result that will allow you to recruit/retain employees. Responding aggressively to market conditions may be the only way to address the needs of your organization and/or community.



CONTACT INFORMATION

Jada Kent
(940) 368-3033
jada.kent@bakertilly.com

Brenda Turner
(972) 748-0522
brenda.turner@bakertilly.com

Laura Linehan
(651) 223-3004
laura.linehan@bakertilly.com