



**DIRECTORS MEETING**  
**Board of Commissioners Chambers**  
**30 September 2019**  
**1:30 pm**

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General Discussion/Reports:

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Road & Bridge – Kevin Geis

- North Garner Lake Road Update

Office of Commissioners – Carol Seeger

- HR Director Update
- Bell Knob Golf Course Wee Links

Public Works - Kevin King

- Absent

Human Resources – Tina Honeycutt/Faye Jorgenson

- Segal Waters

2:00 PM Segal Waters Presentation  
Final Recommendations and Estimated Costs of Implementation

Review of Vouchers

Next Directors Meeting scheduled for 4 November 2019 at 1:30 PM  
Next Full Directors Meeting scheduled for 18 November 2019 at 1:30 PM  
Next Managers Meeting scheduled for 15 October 2019 at 2:00 PM



# 2018-19 Classification & Total Compensation Study

## Final Presentation

**Campbell County, Wyoming**

**September 30, 2019**

**Presented By:**

**Linda Wishard, SPHR, CCP, SHRM-SCP, CMP  
Vice President, Senior Consultant**

**Cristy Reetz  
Consultant**

# KEY OBJECTIVES

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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 County
- Financially sound
- Effectively and efficiently administered

# PROJECT DELIVERABLES

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- Develop Classification Structure and Job Evaluation (internal equity)
- Conduct Market Survey – Competitiveness of Pay, Benefits, and Pay Practices with comparable employers (external equity)
- Create Pay Structures to ensure market competitiveness
- Recommend grade placement for each title
- Perform Cost Impact Analysis
- Develop Job Descriptions

# PROJECT OVERVIEW

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# JOB ANALYSIS

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**A thorough review of approximately 211 job classifications was completed**

- Analyzed three hundred and thirty three (333) Job Description Questionnaires with two days of targeted follow-up interviews
- Identified key characteristics to understand internal relationships of jobs such as supervisory responsibilities, education, experience, technical skills, etc.
- Consolidated/created jobs to reflect work being performed
  - ❑ Consolidated titles in several career families
  - ❑ Clarity between levels within career ladders
- Recommended two hundred and five (205) job titles
- Updated/developed job descriptions

# JOB ANALYSIS FOCUS

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- Used titling protocols to ensure consistent use of titles: supervisor, manager, analyst, etc.
- Developed clear distinctions between levels within a career family
- Collapsed jobs with similar work and duplication of duties
- Identified individuals working out of class that need a new classification
- Eliminated titles no longer in use

# POINT FACTOR JOB EVALUATION TOOL

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- Segal Waters' Job Evaluation tool aligns external and internal pay equity
- The tool contains the following compensable job factors:
  - Formal Education
  - Job Experience
  - Management/Supervision
  - Human Collaboration Skills
  - Freedom to Act
  - Technical Skill
  - Fiscal Responsibility
  - Working Conditions
- Provides an objective quantitative approach to align jobs
- A system that will complement and co-exist with a market approach to structure development



# MARKET COMPARISON

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## Criteria for Peer Employer Selection

- Commonality of positions
- Competition for jobs/talent
- Location/proximity
- Services provided
- Other criteria as determined

# PEER COMPARATORS

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## Surveyed Employers

- Adams County, WY\*
- Laramie County, WY
- Minnehaha County, SD\*
- Washoe County, NV
- Yellowstone County, MT\*\*
- City of Casper, WY
- City of Gillette, WY
- City of Green River, WY
- City of Rock Springs, WY\*
- State of Idaho
- Campbell County Memorial Hospital
- Campbell County School District

\*Segal completed the pay and benefits portion of the survey

\*\*Did not participate

# PUBLISHED DATA SOURCES

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## Published Survey Data

Published Private Sector Survey Data\* included:

- ✓ ERI – Economic Research Institute
- ✓ CompAnalyst – IBM Kenexa
- ✓ Willis Towers Watson

\*Data from the three published data sources above were aged to the data effective date of April 1, 2019.

# MARKET ASSESSMENT

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## Benchmark Job Feedback by Departments

Criteria for selection of benchmark jobs:

- Sufficient number of benchmark jobs to statistically represent all jobs
- Represents all departments
- Represents all levels of the County
- Reflects the workforce composition
- Represents occupational groups and job series

Resulted in:

- 98 benchmark job titles representing all County Departments

# COMPENSATION: METHODOLOGY

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- Collected pay range information, pay practices, paid leave, health benefits, and retirement
  - Peers received a custom survey with job summaries and minimum qualifications describing each benchmark
  - Published data matches were complete by Segal Waters staff
  - All data reviewed by County project team members
  
- Data Included in Total Compensation Analysis
  - Base Pay Midpoint
  - Weighted Market Average of Employer Contribution Towards Health Benefits
  - Market Average of Employer Contribution Towards Retirement Benefits
    - Defined Benefit (normal cost only)
    - Defined Contribution
    - Deferred Compensation
    - Social Security

# MARKET METHODOLOGY: DATA ADJUSTMENTS

Peer Employer	Comparator Location	Geographic Adjustment
Adams County	Brighton, CO	-6.9%
Laramie County	Cheyenne, WY	5.7%
Minnehaha County	Sioux Falls, SD	10.3%
Washoe County	Reno, NV	-5.1%
Yellowstone County	Billings, MT	2.4%
City of Casper	Casper, WY	1.6%
City of Gillette	Gillette, WY	0.0%
City of Green River	Green River, WY	-3.8%
City of Rock Springs	Rock Springs, WY	-3.8%
State of Idaho	Boise, ID	8.7%
Campbell County Memorial Hospital	Gillette, WY	0.0%
Campbell County School District	Gillette, WY	0.0%

**Adjustments were also made to ensure “apples to apples” comparison of salaries based on number of work hours and work weeks**

# COMPENSATION: SUMMARY OF FINDINGS

- Overall, we found that the Campbell County's Pay Structure is at market at the minimum and lagging at the midpoint and maximum, as shown below.

## CAMPBELL COUNTY'S MARKET POSITION – BASE PAY ONLY

	Campbell County's Pay Range Minimum to Average Market Minimum	Campbell County's Pay Range Midpoint to Average Market Midpoint	Campbell County's Pay Range Maximum to Average Market Maximum
<b>Overall Average</b>	<b>96%</b>	<b>94%</b>	<b>93%</b>

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)

# COMPENSATION: SUMMARY OF FINDINGS

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- The County's market position for base pay varies by benchmark job
- Pay range midpoints were used to determine if individual benchmark jobs were at, above, or below market
  - **Twenty-eight (28)** benchmark jobs have ranges that are **at market**
  - **Thirty-seven (37)** benchmark jobs have range midpoints that are **below market**
  - **Thirteen (13)** benchmark jobs have range midpoints that are **above market**
  - **Twenty (20)** benchmark jobs had insufficient data for analysis (less than five matches)



# COMPENSATION: SUMMARY OF FINDINGS

- Campbell County's overall Total Compensation competitiveness is at market

## MARKET POSITION ACROSS ALL BENCHMARK JOBS TOTAL COMPENSATION

	Base Pay Range Midpoint	Health Benefit Costs	Retirement Benefit Costs	Total Compensation Costs (Pay and Benefits)
<b>Campbell County</b>	\$60,990	\$21,033	\$11,350	\$93,373
<b>Market Average</b>	\$64,619	\$14,657	\$10,353	\$89,629
<b>Campbell County as a % of Market Average</b>	<b>94%</b>	<b>143%</b>	<b>110%</b>	<b>104%</b>

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)

# TOTAL COMPENSATION: SUMMARY OF FINDINGS

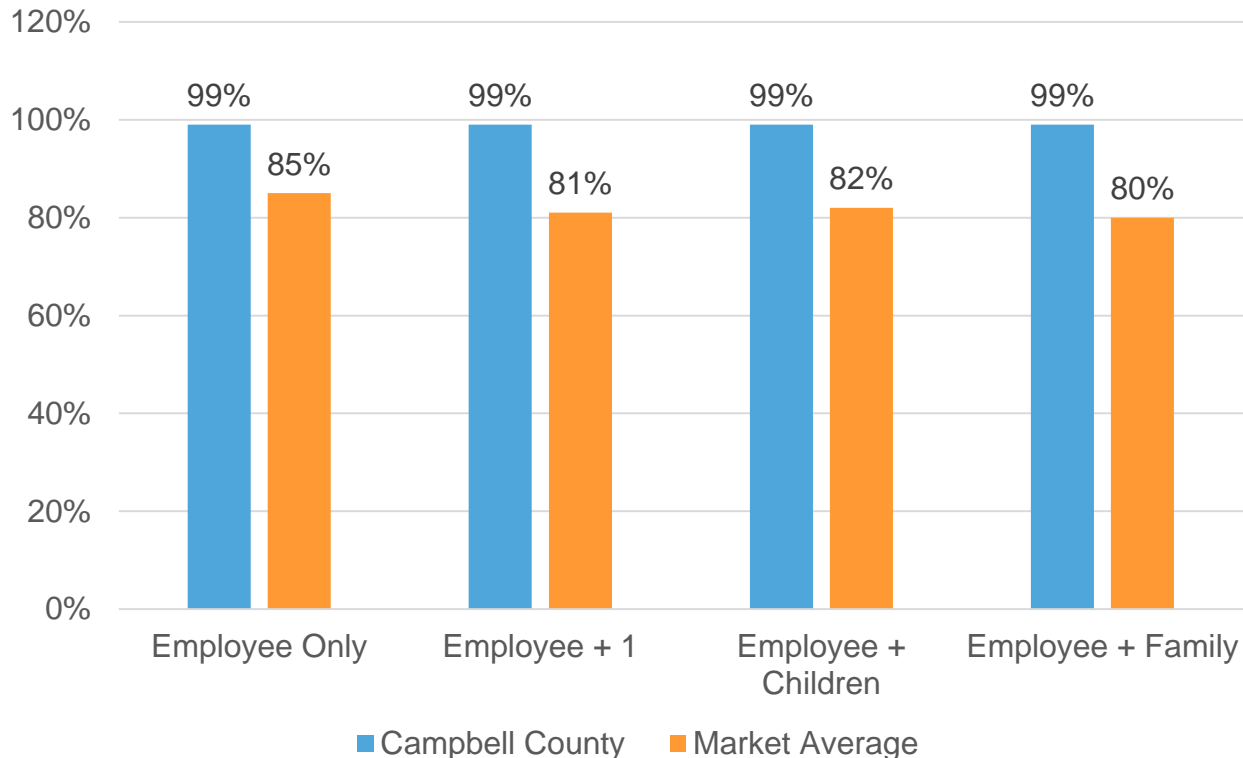
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- The County's market position on a total compensation basis also varies by benchmark job
- Pay range midpoints were used to determine if individual benchmark jobs were at, above, or below market
  - **Thirty-eight (38)** benchmark jobs have ranges that are **at market**
  - **Five (5)** benchmark jobs have range midpoints that are **below market**
  - **Thirty-five (35)** benchmark jobs have range midpoints that are **above market**
  - **Twenty (20)** benchmark jobs had insufficient data for analysis (less than five matches)

# HEALTH BENEFITS: SUMMARY OF FINDINGS

- Overall, we found that the County's contributions for health benefits is more generous than the market average across all tiers of coverage, as shown below.

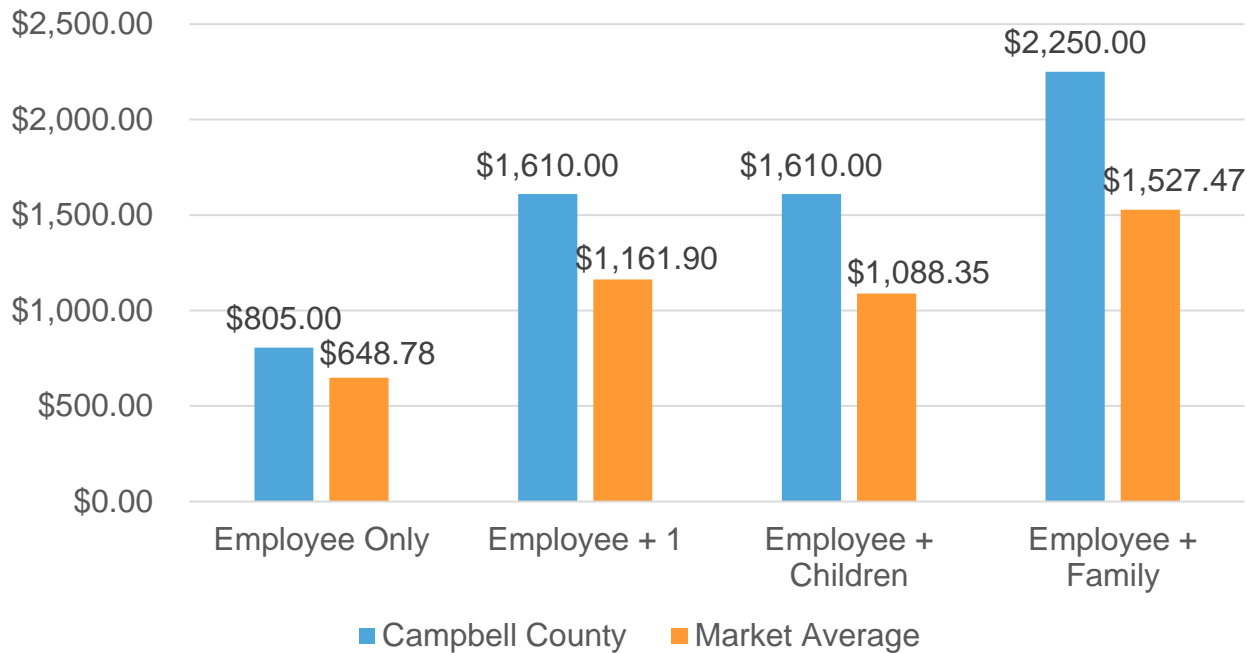
## EMPLOYER COST SHARING FOR MEDICAL (PPO), DENTAL, AND VISION PLANS COMBINED-PERCENTAGE



# HEALTH BENEFITS: SUMMARY OF FINDINGS

- Overall, we found that the County's monthly premium contribution for health benefits is above the market average at all tiers of coverage, as shown below

## CAMPBELL COUNTY TOTAL HEALTH PLAN EMPLOYER MONTHLY PREMIUM CONTRIBUTIONS



# RETIREMENT: SUMMARY OF FINDINGS

- Overall, we found that the County's total contribution to the retirement plan is competitive with the market average, as shown below.

<b>Total Employer Retirement Contributions</b>	<b>Campbell County (% of pay)</b>	<b>Market Average (% of pay)</b>
<b>Annual Employer Retirement Contributions (as a % of pay)</b>	<b>18.61%</b>	<b>16.02%</b>

The total annual retirement contribution is the sum of employer contribution towards defined benefit (normal cost), defined contribution, deferred compensation plans and Social Security.

- Overall, the County's employee contribution is slightly lower but competitive.

	<b>Campbell County</b>	<b>Public Sector Market Average</b>
<b>Employee Contributions (as a % of pay)</b>	<b>8.25%</b>	<b>8.59%</b>

# PROPOSED STRUCTURES

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- Recommend use of four pay structures
  - General
  - Executive
  - Fire
  - Sheriff
- Fire and Sheriff sworn titles were put on a new grade and step structure
- General and Executive structures are open range
- Implement new market competitive pay structures for all employees
- Campbell County should continue to review pay structure competitiveness every two years

# ONGOING ADMINISTRATION

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- Segal recommends the job analysis/job evaluation process be managed and administered by the Human Resources Department to ensure titling and grade placement consistency
- Segal recommends job reclassification and the creation of new classifications require completion of Job Questionnaire by requesting department outlining a clear distinction in job duties, responsibilities and competencies required to perform the job and Human Resources to conduct job evaluation, pay grade assignment and appropriate titling to ensure internal and external equity is maintained
- Segal recommends all wage determinations for new hires be centralized to the Human Resources Department. This will create consistency across all departments in how new hires are placed in the pay range based on education, experience, etc. and reduce the legal liability exposure to the County and individuals.
- Segal recommends a full review of pay policies and/or practices, to ensure the consistency of implementation of this study and transparency of the ongoing compensation administration. To include, but not limited to: promotions, demotions, transfers, etc.

# COST SCENARIO – NEW RANGE MINIMUM

	Employee Group						Total
	General	Part Time	CAM-PLEX	Executive	Fire	Sheriff	
<b>Current Base Salary</b>	\$21,696,412	\$1,031,761	\$2,057,390	\$1,140,903	\$1,065,944	\$6,745,199	<b>\$33,737,610</b>
<b>Number of Employees</b>	385	34	40	10	18	113	<b>600</b>
<b>New Range Minimum Adjustment</b>	\$81,350	\$2,713	\$14,687	\$0			<b>\$98,751</b>
<b>Adjustment Percent</b>	0.4%	0.3%	0.7%	0.0%			<b>0.3%</b>
<b>Number of Employees Receiving Adjustments</b>	47	3	4	0			<b>54</b>
<b>Percent Receiving Adjustments</b>	12.2%	8.8%	10.0%	0.0%			<b>9.0%</b>
<b>Adjustment Matching Same Step in New Structure</b>					\$28,497	\$383,081	<b>\$411,578</b>
<b>Adjustment Percent</b>					2.7%	5.7%	<b>1.2%</b>
<b>Number of Employees Receiving Adjustments</b>					18	113	<b>131</b>
<b>Percent Receiving Adjustments</b>					100.0%	100.0%	<b>21.8%</b>
<b>Total Adjustments</b>	\$81,350	\$2,713	\$14,687	\$0	\$28,497	\$383,081	<b>\$510,329</b>
<b>Total Adjustment Percent</b>	0.4%	0.3%	0.7%	0.0%	2.7%	5.7%	<b>1.5%</b>
<b>Salary Above Maximum Value</b>							
<b>Current Structure</b>	1	2	0	0	2	0	<b>5</b>
<b>Proposed Structure</b>	22	7	2	0	0	0	<b>31</b>



# FURTHER QUESTIONS

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# COST SCENARIO – YEARS OF SERVICE

	Employee Group						Total
	General	Part Time	CAM-PLEX	Executive	Fire	Sheriff	
<b>Current Base Salary</b>	\$21,696,412	\$1,031,761	\$2,057,390	\$1,140,903	\$1,065,944	\$6,745,199	<b>\$33,737,610</b>
<b>Number of Employees</b>	385	34	40	10	18	113	<b>600</b>
<b>Years of Service Adjustment</b>	\$1,401,668	\$13,499	\$124,190	\$179,472			<b>\$1,718,830</b>
<b>Adjustment Percent</b>	6.5%	1.3%	6.0%	15.7%			<b>5.1%</b>
<b>Number of Employees Receiving Adjustments</b>	214	6	17	8			<b>245</b>
<b>Percent Receiving Adjustments</b>	55.6%	17.6%	42.5%	80.0%			<b>40.8%</b>
<b>Adjustment Matching Same Step in New Structure</b>					\$28,497	\$383,081	<b>\$411,578</b>
<b>Adjustment Percent</b>					2.7%	5.7%	<b>1.2%</b>
<b>Number of Employees Receiving Adjustments</b>					18	113	<b>131</b>
<b>Percent Receiving Adjustments</b>					100.0%	100.0%	<b>21.8%</b>
<b>Total Adjustments</b>	\$1,401,668	\$13,499	\$124,190	\$179,472	\$28,497	\$383,081	<b>\$2,130,408</b>
<b>Total Adjustment Percent</b>	6.5%	1.3%	6.0%	15.7%	2.7%	5.7%	<b>6.3%</b>
<b>Salary Above Maximum Value</b>							
<b>Current Structure</b>	1	2	0	0	2	0	<b>5</b>
<b>Proposed Structure</b>	22	7	2	0	0	0	<b>31</b>

# COST SCENARIO – COMPA RATIO

	Employee Group						Total
	General	Part Time	CAM-PLEX	Executive	Fire	Sheriff	
<b>Current Base Salary</b>	\$21,696,412	\$1,031,761	\$2,057,390	\$1,140,903	\$1,065,944	\$6,745,199	<b>\$33,737,610</b>
<b>Number of Employees</b>	385	34	40	10	18	113	<b>600</b>
<b>Compa Ratio Adjsutment</b>	\$1,854,474	\$34,794	\$181,645	\$151,279			<b>\$2,222,191</b>
<b>Adjustment Percent</b>	8.5%	3.4%	8.8%	13.3%			<b>6.6%</b>
<b>Number of Employees Receiving Adjustments</b>	319	14	25	10			<b>368</b>
<b>Percent Receiving Adjustments</b>	82.9%	41.2%	62.5%	100.0%			<b>61.3%</b>
<b>Adjustment Matching Same Step in New Structure</b>					\$28,497	\$383,081	<b>\$411,578</b>
<b>Adjustment Percent</b>					2.7%	5.7%	<b>1.2%</b>
<b>Number of Employees Receiving Adjustments</b>					18	113	<b>131</b>
<b>Percent Receiving Adjustments</b>					100.0%	100.0%	<b>21.8%</b>
<b>Total Adjustments</b>	\$1,854,474	\$34,794	\$181,645	\$151,279	\$28,497	\$383,081	<b>\$2,633,770</b>
<b>Total Adjustment Percent</b>	8.5%	3.4%	8.8%	13.3%	2.7%	5.7%	<b>7.8%</b>
<b>Salary Above Maximum Value</b>							
<b>Current Structure</b>	1	2	0	0	2	0	<b>4</b>
<b>Proposed Structure</b>	22	8	2	1	0	0	<b>33</b>