

PUBLIC SECTOR PERSONNEL CONSULTANTS

RESULTS OF THE COMPENSATION AND CLASSIFICATION STUDY

FOR LA VERNE

4/2/18

The logo for Public Sector Personnel Consultants features a solid red square on the left. To its right, the words "PUBLIC SECTOR" are written in a bold, black, sans-serif font, with a thin red horizontal line underneath. Below this, the words "PERSONNEL CONSULTANTS" are written in a smaller, black, sans-serif font.

**PUBLIC
SECTOR**
PERSONNEL
CONSULTANTS

MEETING AGENDA

- REVIEW PUBLIC SECTOR PERSONNEL CONSULTANT'S ROLE
- DISCUSS CLASSIFICATION PHILOSOPHY
- REVIEW SALARY SURVEY COMPARATOR SELECTION METHODOLOGY
- EVALUATE SALARY SURVEY RESULTS
- OUTLINE TOTAL COMPENSATION FINDINGS
- FINDINGS OVERVIEW

INTRODUCTION TO PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC)

- 1972 – ORIGINATED AS PUBLIC SECTOR GROUP OF HAY ASSOCIATES
- 1992 – WE ESTABLISHED OUR NATIONAL OFFICE IN ARIZONA
- WE SPECIALIZE IN HUMAN RESOURCES FOR PUBLIC EMPLOYERS
- OVER 1,000 PUBLIC EMPLOYERS SERVED BY MEMBERS OF OUR FIRM
- OUR GOAL IS TO BE AN OBJECTIVE 3RD PARTY PROVIDING ACCURACY, GUIDANCE, AND THOROUGHNESS IN ALL MATTERS RELATING TO COMPENSATION AND CLASSIFICATION

CLASSIFICATION STUDY HIGHLIGHTS

CLASSIFICATION IS THE STUDY OF UNIQUE JOB TITLES IN USE

CLASSIFICATION QUESTIONS

- DO THE CURRENT JOB TITLES MAKE SENSE?
- IF WE HAVE PEOPLE FROM MULTIPLE DEPARTMENTS WITH THE SAME JOB TITLE, ARE THEY DOING THE SAME THING?
- IF WE HAVE PEOPLE WITH DIFFERENT JOB TITLES, ARE THEY DOING THE SAME THING?
- WHEN WE USE THE WORD “SPECIALIST” IN A JOB TITLE, IS IT USED THE SAME WAY ACROSS THE ORGANIZATION?

POSITION ANALYSIS QUESTIONNAIRE

- EMPLOYEES HAD THE OPPORTUNITY TO COMPLETE A QUESTIONNAIRE
- PSPC THEN CONDUCTED ~60 IN-PERSON INTERVIEWS WITH EMPLOYEES TO OBTAIN ADDITIONAL DETAILS ABOUT THEIR POSITION
- PSPC THEN REVIEWED PAQS AND INTERVIEW NOTES TO SUGGEST NEW JOB TITLES WHERE APPROPRIATE

CLASSIFICATION REVIEW

- AFTER REVIEWING THE JOB DESCRIPTIONS, WE SPOKE WITH PERSONNEL AND VARIOUS DEPARTMENT MANAGERS
- WE REVIEWED PROPOSED CHANGES AND TITLING PROTOCOLS
- WE RECEIVED THEIR FEEDBACK ON POSITIONS THAT WERE DIFFICULT TO RECRUIT AND RETAIN

NOT CHANGING WORKING CONDITIONS, SIMPLY TRYING TO RECORD WHAT'S BEING DONE

RESULTS OF THE CLASSIFICATION STUDY

- BASED ON PAQS AND INTERVIEWS PSPC IS RECOMMENDS:
 - REMOVING 13 JOB TITLES
 - MERGING 4 JOB TITLES W/ EXISTING TITLES
 - CREATING 9 NEW TITLES
 - MODIFYING THE TITLES OF 29 POSITIONS
 - LEAVING 46 TITLES UNCHANGED
- *ACTUAL CHANGES NEED TO BE APPROVED BY COUNCIL*

La Verne Current Job Title	Proposed Job Title	Change Type
ACCOUNT CLERK III	Remove - Delete	Delete
ASST. TO THE CITY CLERK	Remove - Delete	Delete
AUTO PARTS TECHNICIAN	Remove - Delete	Delete
COMM. SERV. SUPERINTEND	Remove - Delete	Delete
EQUIPMENT SERVICE WORKER	Remove - Delete	Delete
FINANCE OFFICER	Remove - Delete	Delete
FIRE SAFETY SPECIALIST	Remove - Delete	Delete
FIRFIGHTR-PARAMED TRAINEE	Remove - Delete	Delete
HEAVY EQUIPMENT MECHANIC	Remove - Delete	Delete
INFO SYSTEMS TECHNICIAN	Remove - Delete	Delete
PARKS MANAGER	Remove - Delete	Delete
SENIOR POLICE AIDE	Remove - Delete	Delete
ADMIN. BATTALION CHIEF	Merge W/ Fire Battalion Chief	Merge
MAINTENANCE WORKER II	Merge W/ Senior Utility Maintenance Worker	Merge
MAINTENANCE WORKER III	Merge W/ Senior Parks Maintenance Worker	Merge
WATER/SEWER MAINT. SUPERV	Merge W Utility Supervisor	Merge
MAINTENANCE LEADWORKER	Parks Maintenance Crew Leader	New Title
MAINTENANCE LEADWORKER	Utility Crew Leader	New Title
MAINTENANCE SUPERVISOR	Parks Maintenance Supervisor	New Title
MAINTENANCE SUPERVISOR	Streets Maintenance Supervisor	New Title
MAINTENANCE WORKER I	Streets Maintenance Worker	New Title
MAINTENANCE WORKER I	Utility Maintenance Worker	New Title
MAINTENANCE WORKER III	Senior Streets Maintenance Worker	New Title
MAINTENANCE WORKER III	Senior Utility Maintenance Worker	New Title
Utility Billing Specialist	Utility Billing Specialist	New Title

SELECTION OF THE SALARY SURVEY COMPARATORS

- DURING THE RFP PROCESS, PSPC WAS PRESENTED WITH THE CRITERIA FOR SELECTING COMPARATORS
- THIS PROCESS WAS REVIEWED AND DISCUSSED WITH ALL EMPLOYEE GROUPS
- IN SHORT, THE FURTHER FROM LA VERNE A COMPARATOR IS, THE MORE SIMILAR IT NEEDS TO BE IN ORDER TO BE INCLUDED
- ALL CITIES WITHIN 5 MILES WERE INCLUDED IN THE STUDY
- BETWEEN 5 AND 10 MILES AWAY, CITIES NEEDED TO HAVE 4 OF THE 6 SERVICES LA VERNE OFFERS
- BETWEEN 10 AND 15 MILES AWAY, CITIES NEEDED TO HAVE 5 OF THE 6 SERVICES LA VERNE OFFERS
- LA COUNTY AND SAN BERNARDINO COUNTY WERE INCLUDED AS THEY PROVIDE SERVICES WITHIN THE SPECIFIED RADIUS
- AFTER THE FIRST DRAFT OF COMPARATORS, PSPC RECEIVED FEEDBACK FROM THE EMPLOYEE GROUPS AND INCLUDED/EXCLUDED SOME COMPARATORS BASED ON THE FEEDBACK PROVIDED

SALARY SURVEY

- PSPC TOOK THE RECOMMENDATIONS OF EMPLOYEE GROUPS AND REQUESTED JOB DESCRIPTIONS, ORG CHARTS, SALARY STRUCTURES, AND BENEFIT PLANS FROM 16 DIFFERENT ORGANIZATIONS
- THESE COMPARATORS ARE SELECTED BASED ON THE AGREED UPON CRITERIA IN PLACE AT THE START OF THE STUDY
- SALARY SURVEY WILL ANSWER THE QUESTION OF “WHERE ARE WE?”
- IMPLEMENTATION ANSWERS THE QUESTION “WHERE DO WE WANT TO BE?”

WHAT IS TOTAL COMPENSATION?

- TOTAL COMPENSATION IS THE ENTIRE COMPENSATION PACKAGE THE EMPLOYEE RECEIVES
- IN THIS STUDY, TOTAL COMP WAS BROKEN INTO 3 MAIN GROUPS
 - MEDICAL INSURANCE
 - MAXIMUM MONTHLY CONTRIBUTIONS TO HEALTH, DENTAL, AND VISION INSURANCE
 - RETIREMENT
 - MAXIMUM MONTHLY CONTRIBUTIONS TO EMPLOYEE HEALTH INSURANCE DURING RETIREMENT
 - EMPLOYER MANDATED CONTRIBUTIONS
 - DEFERRED COMPENSATION
 - ADD PAY
 - LONGEVITY PAY, EDUCATION PAY, BI-LINGUAL PAY, CAR ALLOWANCE, CELL PHONE ALLOWANCE, AND/OR CERTIFICATION PAY

HIGH LEVEL COMPENSATION SURVEY RESULTS

- PSPC SURVEYED ~68 POSITIONS AND FOUND OVER 725 COMPARABLE JOBS IN THE MARKET
- PSPC REVIEWED LA VERNE'S COMPETITIVENESS ON BASE SALARY RANGES
- ON AVERAGE, LA VERNE'S BENEFITS ARE 12% HIGHER THAN THE MARKET AVERAGE
- LA VERNE EXCEEDED THE MARKET AVERAGE IN CONTRIBUTIONS TO HEALTH CARE PREMIUMS AND CONTRIBUTIONS TO HEALTH CARE PREMIUMS DURING RETIREMENT

LA VERNE IS COMPETITIVE FOR ALL POSITIONS AFTER BENEFITS

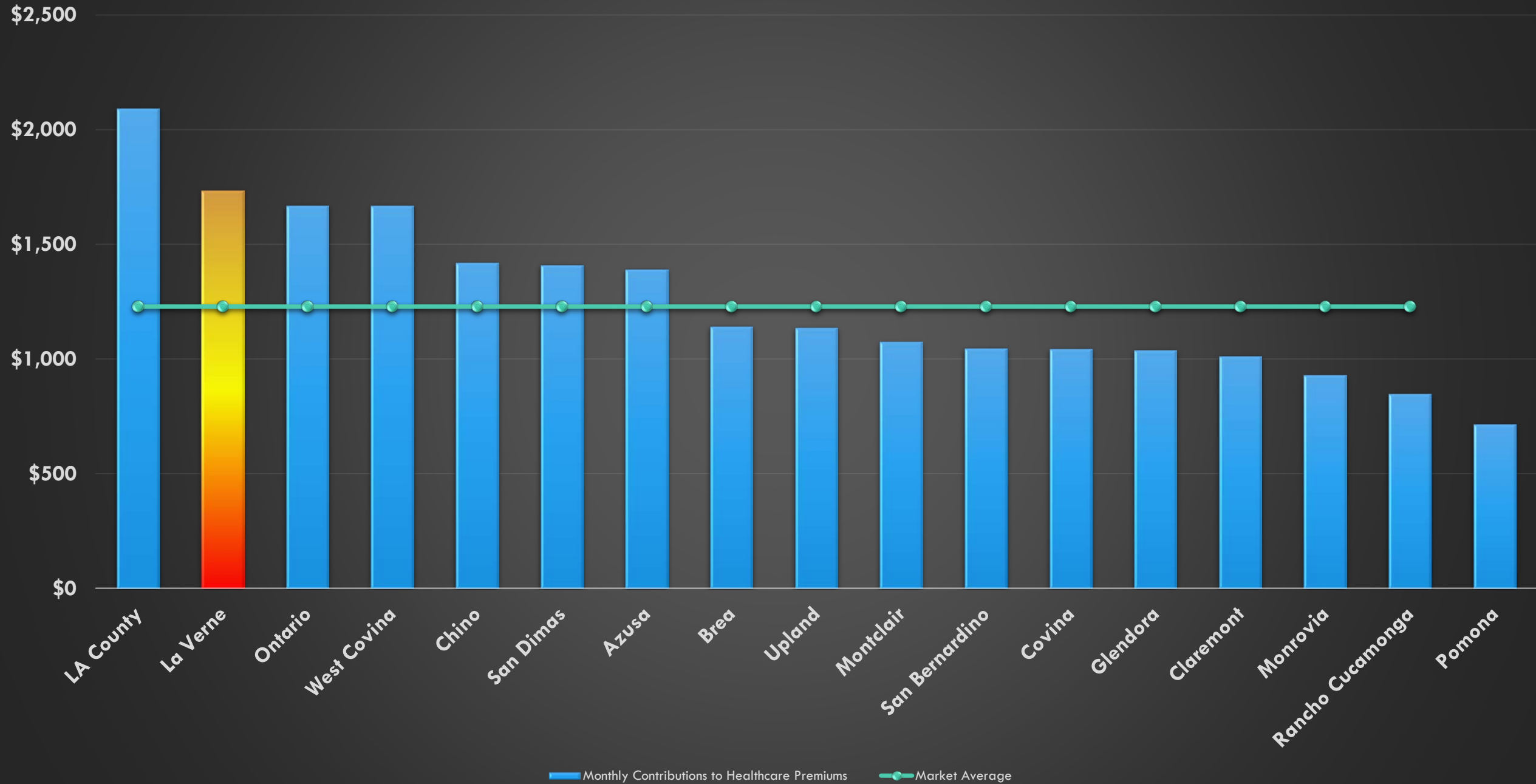
Base Salary Summary	# of Job Titles Affected	% of Surveyed Jobs	# of Employees Affected
More than 5% Behind Market	21	31%	25
AT Market	41	60%	117
More than 5% Ahead of Market	6	9%	6

Total Comp Summary	# of Job Titles Affected	% of Surveyed Jobs	# of Employees Affected
More than 5% Behind Market	0	0%	0
AT Market	8	12%	27
More than 5% Ahead of Market	60	88%	121

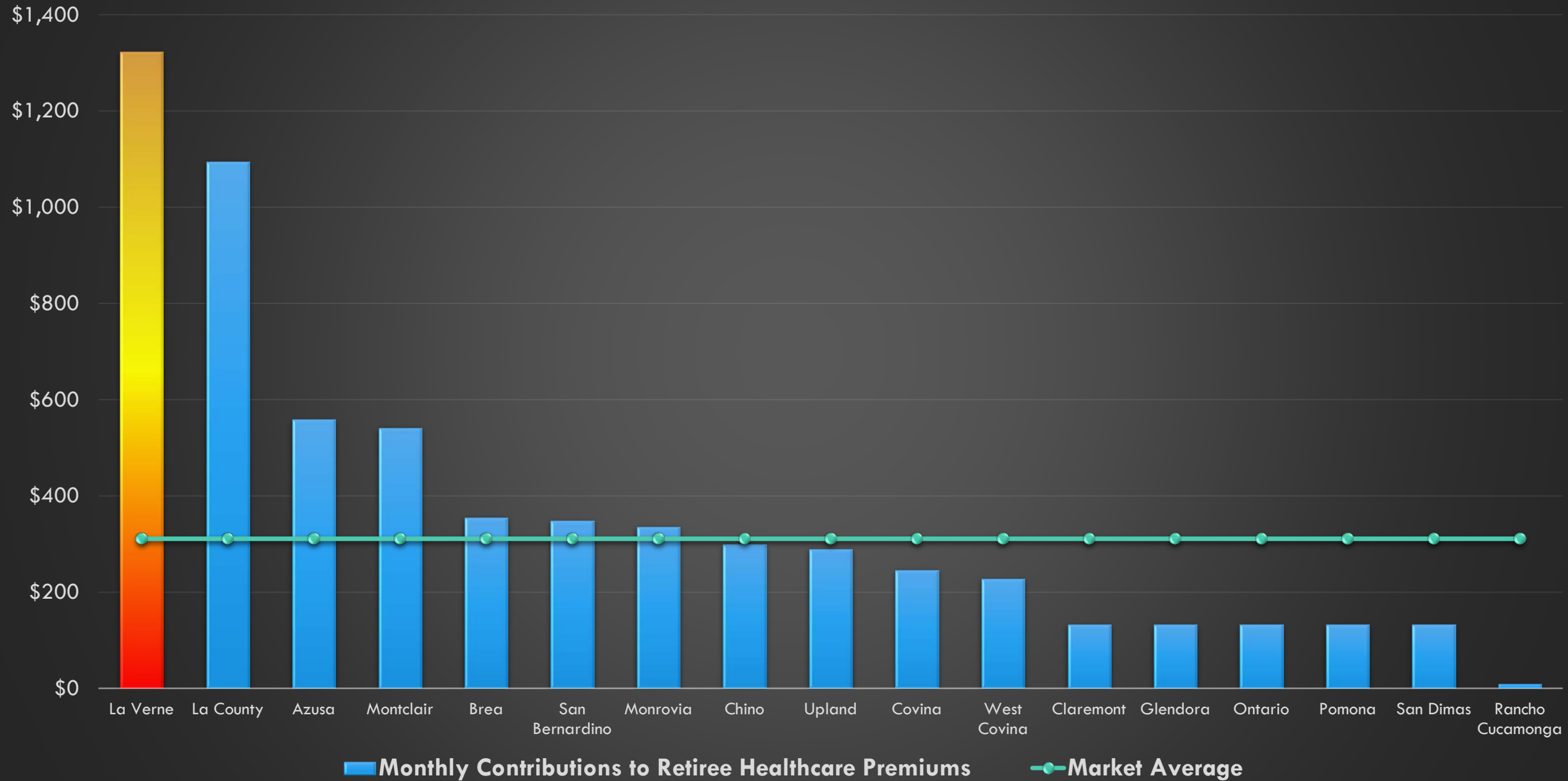
LA VERNE TOTAL COMPENSATION SUMMARY CONTINUED

Total Comp Summary	# of Job Titles Affected	% of Surveyed Jobs	# of Employees Affected
5% - 10% ahead of market	9	13%	36
10% - 15% ahead of market	17	25%	38
15% - 20% ahead of market	19	28%	26
20% + ahead of market	15	22%	21

Monthly Contributions to Healthcare Premiums (General Employees, Non-Public Safety)

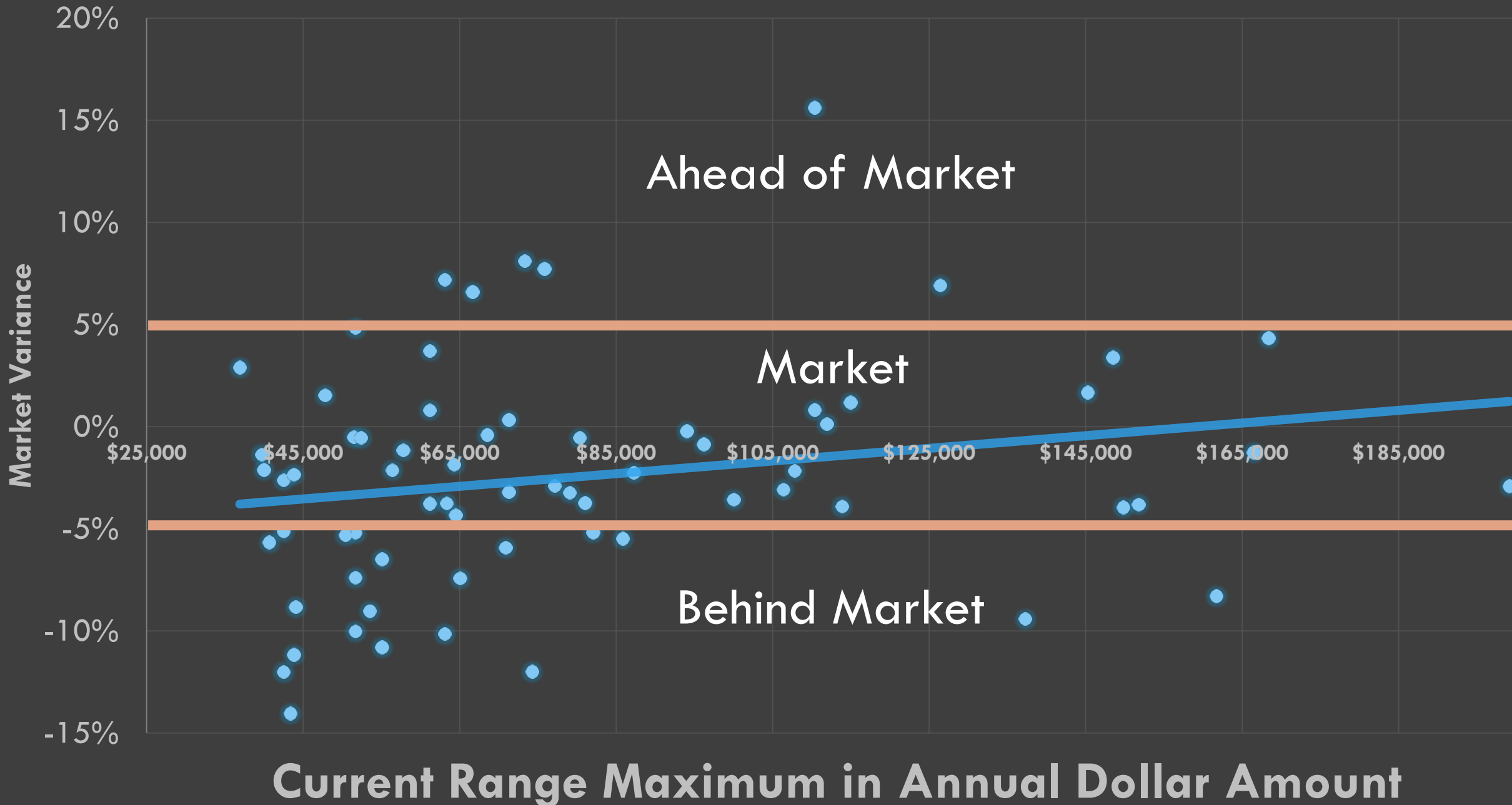


Monthly Contributions to Retiree Healthcare Premiums (General Employees, Non-Public Safety)



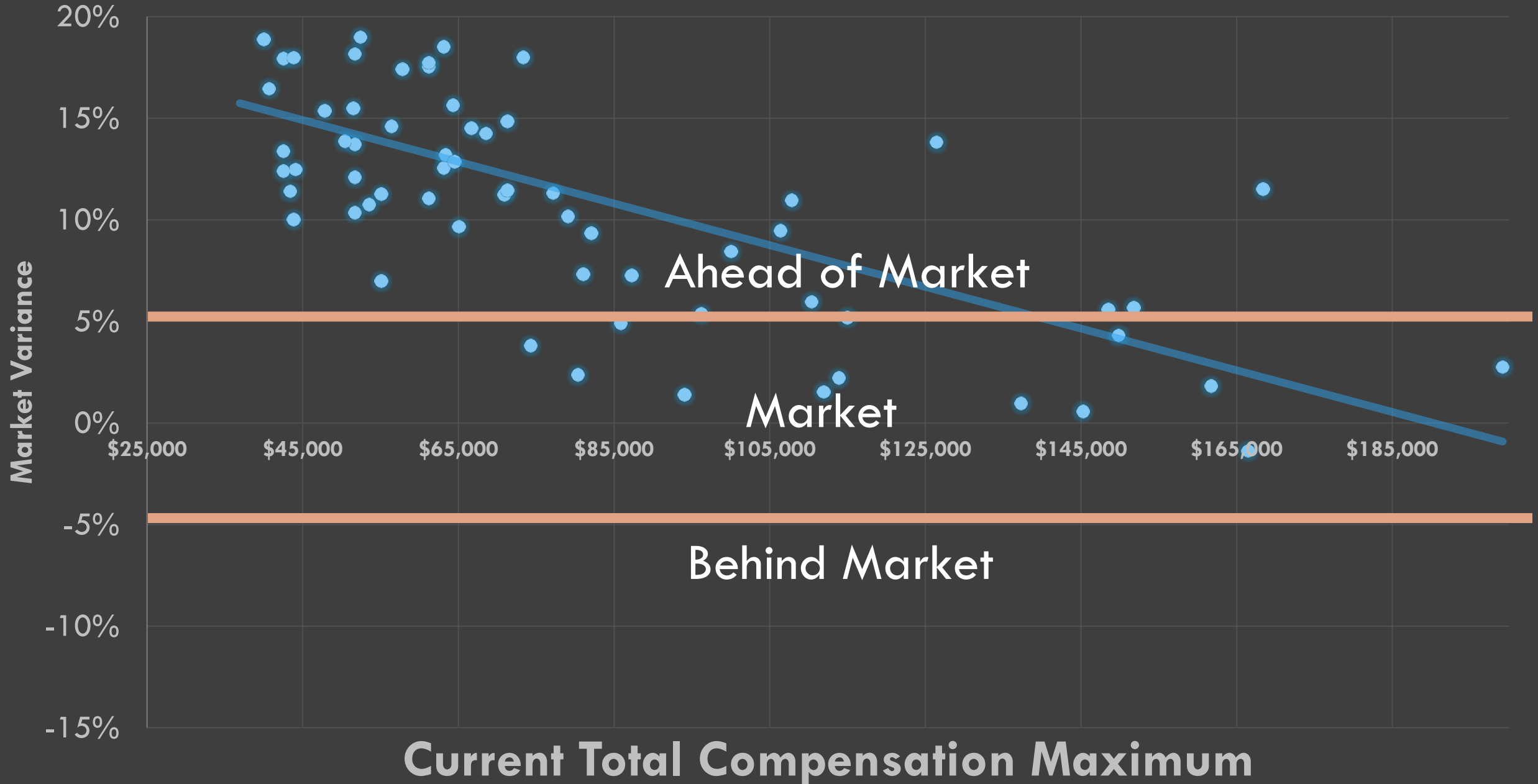
La Verne Salary Range Maximum Vs Market Variances

(Results of Salary Survey Shown Against Current Range Maximum)



La Verne Total Compensation Maximum Vs Market Variances

(Results of Salary Survey Shown Against Current Total Comp Maximum)



LA VERNE STUDY FINDINGS

SALARY SURVEY TELLS YOU WHERE YOU ARE, NOT WHERE YOU SHOULD BE

FINDINGS OVERVIEW

NEXT STEPS – STUDY IS FOR INFORMATION, DISCUSSIONS TO FOLLOW

WHERE YOU WANT TO BE WILL IMPACT COSTING

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