



CITY OF SALEM

585 Liberty St SE
Salem, OR 97301

Staff Report

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Date: 9/26/2022

Item #: 3.3h.

TO: Mayor and City Council
THROUGH: Keith Stahley, City Manager
FROM: Krishna Namburi, Enterprise Services Director

SUBJECT:

Compensation changes for select management job classifications, creation of a new represented classification, addition of a part-time non-represented FTE, and new pay incentive programs.

Ward(s): All Wards

Councilor(s): All Councilors

Neighborhood(s): All Neighborhoods

Result Area(s): Good Governance

SUMMARY:

Human Resources has been reviewing management and represented job classifications over the past year involving pay compression issues, conducting assessment with current market competitiveness, and developing new career progression opportunities following the guidance of the City's Compensation Philosophy. In addition to compensation changes in this report, creation of a new Senior Police Community Services Officer classification and pay range, addition of a part-time (0.5 FTE) position (HR Assistant) is requested, and creation of a lead worker and special team pay incentives to improve operational efficiencies.

ISSUE:

Shall City Council approve the compensation changes for the job classifications as listed below retroactive to July 1, 2022, creation of a new Senior Police Community Services Officer classification and pay range, addition of a part-time HR Assistant position, and creation of a lead worker pay incentive and special team lead pay incentive effective September 26, 2022?

RECOMMENDATION:

Approve the compensation changes for the job classifications as listed below retroactive to July 1, 2022, creation of a new Senior Police Community Services Officer classification and pay range, addition of a part-time HR Assistant position, and creation of a lead worker pay incentive and special

team lead pay incentive effective September 26, 2022.

FACTS AND FINDINGS:

As part of the 5-year classification review cycle following the City's new process for non-represented and represented jobs and the City's Compensation Philosophy, the classifications of 911 Shift Supervisor, Human Resources Series and Police Community Services Officer were reviewed:

911 Shift Supervisor - Compression of seven percent (7%) was found to exist between the 911 Shift Supervisor classification and their subordinate direct report classifications when comparing the average earned overtime. The City's Compensation Philosophy is to be within 10%. A three percent pay adjustment for the 911 Shift Supervisor classifications will increase the compression level to be at least 10% between the classifications.

Human Resources Assistant and Human Resources Specialist classifications were assessed to market and in comparison to other internal job classifications that are similar in functions and skills sets. The analysis found that there is internal inequity to other represented or management jobs with similar skill sets that have pay grades that are compensated more than the current HR classifications, yet those other jobs have less responsibility and consequence of error. To align the HR classifications to be more equitable in pay and create a career progression path from other non-confidential positions to HR, the pay adjustments are recommended to acknowledge the higher level of consequence error, confidentiality, and decision-making authority as required in the HR classifications.

Creation of a new Senior Police Community Services Officer classification to provide a career development path with the current Police Community Services Officer (CSO) classification. The CSO is as a part-time, intern-level job classification. Based on the department's operational needs for more complex, non-sworn duties to assist Police Officers in the field, the new classification will be responsible to handle complex tasks and community policing duties as well as provide training and guidance to the entry-level CSO classification. Review of comparable jobs both externally and internally, comparing to other police department classifications with less consequence of error and occupational risk and hazards in comparison to the work performed by the Senior CSO and the primarily responsibility to work in the field, use of defense tactics and training, and safety gear requirements was the basis for the determining the recommended compensation level.

The requested compensation changes for the classifications and new classification include:

1. Increase the 911 Shift Supervisor pay grade (09.B39) by three percent (3%) from \$6,670 - \$8,963 per month to \$6,870 - \$9,231 retroactive to July 1, 2022.
2. Increase the HR Assistant pay grade by 11% to align to the represented job classification of Administrative Analyst I pay grade. The HR Assistant pay grade (08.B02) will change from \$23.47- \$31.55 to \$26.00 - \$34.94 per hour.
3. Increase the HR Specialist pay grade by three percent (3%) to align to the Administrative Analyst II classification and pay grade. The HR Specialist pay grade (08.B08) will change from \$28.36 - \$38.13 to \$29.32 - \$39.29 retroactive to July 1, 2022.

4. Creation of a new Senior Police Community Services Officer classification and pay range of \$26.22 - \$35.14 per hour effective September 26, 2022.

Addition of a part-time (0.5 FTE) Human Resources Assistant is requested as program changes in the employee benefits, leave and retirement programs have increased substantially, and current staffing levels are not adequate to provide the services that are necessary and incurring significant overtime. This request for additional position budget authority would alleviate processing times for retirement/PERS changes and assist with benefits and leave administration. If approved, this 0.5 FTE will be added to a current vacant 0.5 FTE to create a new full-time 1.0 HR position, which is more desirable for recruitment purposes.

Creation of a Lead Worker Pay Incentive at the City's discretion, this will add a lead worker in a section, division, or department if needed, and the department will conduct an internal process for selection. The incentive would be five percent (5%) more per hour from current pay step for leading at least three (3) or more staff. The employee will spend a substantial (fifty percent or more) amount of time performing the work within their assigned classification in addition to the lead duties. If this recommendation is approved by City Council, Human Resources will initiate discussions with eligible labor unions for a memorandum of agreement (unless labor unions demand to bargain).

Creation of a Special Team Lead Pay Incentive at the Police Chief's discretion, of one percent (1%) per hour from current pay step eligible to Police Management only if assigned to a special team that is not eligible for any other pay incentive according to management benefits. Specialty team pays are used in a variety of ways throughout the Police Department, and this incentive pay will allow the Police Chief the ability to designate a management lead to a special team.

The fiscal impact for these recommended pay adjustments for the FY 2022/2023 is estimated to be \$136,590 and is anticipated to be available in the department's budgets due to personal savings from position vacancies and reduction of overtime. If personal savings are not enough to fund the changes, the departments may have to request additional funding through a budget contingency transfer. Funding for the addition of a part-time HR Assistant is available in the Self Insurance Fund. There is no anticipated expenditure for the lead worker pay incentive as it should be offset by reduction in working-out-of-class assignments.

BACKGROUND:

As part of the new five-year classification and compensation review, Human Resources identified other non-represented and represented classifications with pay compression issues and implemented recommendation for pay grade adjustments as part of the current budget process. However, at the time of budget development, the 911 Shift Supervisor classification had not yet been identified as below the compression level or the Human Resources series and Police Community Services Officer identified as behind market comparison following the City's Compensation Philosophy.

Allison Pavelek
Sr. Human Resources Analyst

Attachments:

1. None.