Consent Agenda #8

COUNTY AGENDA REQUEST

Department:	Human Resources	Presenter(s):	Lewis Patterson
Meeting Date:	Thursday, March 27, 2014	Type of Request:	Consent

Wording for the Agenda:

Approval of staff's recommendation to implement the proposed grade changes and resulting salary adjustments for the Water Production Division of the Fayette County Water System, as prepared by The Carl Vinson Institute of Government and the University of Georgia.

Background/History/Details:

The Fayette County Water System and the County have taken several steps to insure the production of safe drinking water for it's citizens. A new director has been hired and a new engineer of record. Aggressive steps have been taken to correct infrastructure deficiencies and to properly train staff. In discussions with the Environmental Protection Division (EPD), employee compensation was identified as an issue that needed to be addressed. As a result, The Carl Vinson Institute of Government at The University of Georgia (CVIOG) was engaged to conduct a compensation and classification study within the water production division which encompasses all positions assigned to the two water treatment plants.

The purpose of the study was to validate that job descriptions are current and in compliance with state and federal requirements as well as industry best practices. This compensation element, once implemented, will insure that the County is able to attract and retain the best qualified employees who are directly responsible for producing the quality of water that Fayette County citizens expect.

Alex Daman from the CVIOG will be present to present an overview of the review process and to answer any questions regarding the implementation proposal.

What action are you seeking from the Board of Commissioners?

Approval of staff's recommendation to implement the proposed grade changes and resulting salary adjustments for the Water Production Division of the Fayette County Water System, as prepared by The Carl Vinson Institute of Government and the University of Georgia.

If this item requires funding, please describe:

The cost to implement the salary adjustment including benefits is $21,630.78. Cost savings from personnel changes that have been implemented in the last six months within the Water System will allow this to be fully funded with no negative impact on the FY14 budget.

Has this request been considered within the past two years?	No	If so, when?	
Is Audio-Visual Equipment Required for this Request?*	Yes	Backup Provided with Request?	Yes

**** All audio-visual material must be submitted to the County Clerk's Office no later than 48 hours prior to the meeting. It is also your department's responsibility to ensure all third-party audio-visual material is submitted at least 48 hours in advance.***

Approved by Finance	Not Applicable	Reviewed by Legal	
Approved by Purchasing	Not Applicable	County Clerk's Approval	Yes
Administrator's Approval			

Staff Notes:

FINAL REPORT:

REVIEW AND UPDATE OF THE

CLASSIFICATION AND COMPENSATION

PLAN FOR THE FAYETTE

COUNTY WATER SYSTEM

March 2014

Human Resource Management Unit
Governmental Services and Research Division
Vinson Institute of Government
University of Georgia
Athens, Georgia 30602

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Introduction

At the request of Fayette County, the Governmental Services and Research Division of the Carl Vinson Institute of Government at the University of Georgia entered into a contract with the government for the development of a job classification and compensation plan for positions within their Water System.

The objectives of the study included:

1. Develop updated job descriptions for all positions at the water treatment plants;
2. Review and upgrade the current classification system and pay plan for all employees at the water treatment plants;
3. Collect wage survey data and produce an updated pay plan based on job analysis, job evaluation and wage survey data.

The process used to collect the necessary data and develop the updated classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all Water System employees. The questionnaire covered major aspects of the employee's position as well as the work environment of the position. After reviewing the information on the position questionnaires, Institute staff interviewed employees either individually or in small groups.

The next phase in the work involved evaluating each position. In order to provide a reliable set of ratings, all position description ratings were conducted by Institute staff. Institute staff evaluated position descriptions utilizing the Factor Evaluation System (FES). An explanation of the FES system follows in another section of the report.

The subsequent phase in the work involved collecting salary survey information specifically for this project. Salary survey summary results for select local governments in the Atlanta, Georgia metropolitan area are presented in Appendix C. These results were derived

from the Georgia Department of Community Affairs wage and salary database. The Department of Community Affairs (DCA) administers an annual wage and salary survey to Georgia's local governments. The survey collects a variety of compensation data for over 160 different local government jobs.

The Vinson Institute utilized customized salary survey data collected from a previous study for this project. Summary results of the surveys are presented in Appendix D. The summarized results presented in Appendix D features compensation data for water related occupations. The salary data was collected from Water Authorities and Water & Sewage Authorities in the Central Georgia Area. Table I displays the responding organizations for Appendix D.

Salary survey summary results presented in Appendix E were derived from the Bureau of Labor Statistics Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates. The Bureau of Labor Statistics conducts a semi-annual mail survey designed to produce estimates of employment and wages for specific occupations by geographic area. The summarized results presented in Appendix F are calculated with data collected from employers in all industry sectors for the Atlanta-Sandy Springs-Marietta, GA metropolitan area. Counties included within this metropolitan area are displayed in Appendix E.

Even after completion of these phases, it may be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Institute staff to provide a reasonable level of technical assistance in this process.

Table I
Water Salary Survey Summary
Fayette County Personnel Project
Salary Survey Respondents

Butts County Water & Sewage Authority

Clayton County Water Authority

Macon Water Authority

The Classification Plan

The system used to classify the jobs in Fayette County's Water System is an adapted version of the Factor Evaluation System (FES). FES was developed by the Civil Service Commission (now the Office of Personnel Management) of the federal government and is considered to be a state-of-the-art system in human resource management.

FES is a point-factor-comparison job evaluation system. Point-factor systems are the most commonly used job evaluation approach for public and private sector organizations in the United States and Europe. There are three common features in point-factor systems: (1) compensable factors, with (2) factor degrees numerically scaled, and (3) weights reflecting the relative importance of each factor.

The nine compensable factors that FES uses for the evaluation of jobs are: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth compensable factor covering supervisory responsibility was added by Institute staff. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all positions. The assigned grade levels reflect a combination of data generated by FES, salary survey data, and a review of organizational relationships within the county.

The Compensation Plan

The compensation plan developed for Fayette County's Water System is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of thirty grades (grades 1-30). Table III (see page 7) displays the current salary scale adopted by Fayette County for FY 2013. The salary scale on Table III (utilizing updated classifications for Water System positions) is at approximately the third quartile for positions in select Water Authorities and Water & Sewage Authorities (see Appendix D) and at approximately the 90th percentile for positions in comparable local governments (see Appendix C). This compensation plan represents a lead (pay above market rate) pay-level policy. A lead pay-level policy maximizes the ability of an organization to attract and retain quality employees and minimize employee dissatisfaction with pay.

Table II illustrates the probable effects of this pay-level policy.

Table II: Probable Relationships between Pay Policies and Compensation Objectives

	Compensation Objectives				
Policy	**Ability to Attract**	**Ability to Retain**	**Contain Labor Costs**	**Reduce Pay Dissatisfaction**	**Increase Productivity**
Lead (Pay above market)	+	+	-	+	?

Source: Milkovich, George T, and Jerry M. Newman., 2005. Compensation. McGraw-Hill. p. 205.

The salary range for each grade is fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized. Further, it is recommended that once employees reach the maximum of their assigned pay range, merit increases continue to be earned in a lump sum or bonus fashion. This will help alleviate

retention and motivation problems associated with employees who have "topped out" of their pay range.

In order to keep the proposed salary table current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee performance raises. Thus, Fayette County may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee's salary and every pay range equally when market conditions dictate, and 2) annual performance increases linked to employee service and/or performance.

Table III
Current Fayette County Salary Scale for FY 2013
Fayette County Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	19,528.67	20,016.89	20,517.31	21,030.24	21,556.00	22,094.90	22,647.27	23,213.45	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18
2	20,517.31	21,030.24	21,556.00	22,094.90	22,647.27	23,213.45	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51
3	21,556.00	22,094.90	22,647.27	23,213.45	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00
4	22,647.27	23,213.45	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50
5	23,793.79	24,388.63	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06
6	24,998.35	25,623.31	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94
7	26,263.89	26,920.49	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62
8	27,593.50	28,283.34	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77
9	28,990.42	29,715.18	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35
10	30,458.06	31,219.51	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54
11	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78
12	33,620.00	34,460.50	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81
13	35,322.01	36,205.06	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62
14	37,110.19	38,037.94	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54
15	38,988.89	39,963.62	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21
16	40,962.71	41,986.77	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60
17	43,036.44	44,112.35	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04
18	45,215.16	46,345.54	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22
19	47,504.18	48,691.78	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22	70,520.22	72,283.23
20	49,909.08	51,156.81	52,435.73	53,746.62	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22	70,520.22	72,283.23	74,090.31	75,942.57
21	55,090.28	56,467.54	57,879.23	59,326.21	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22	70,520.22	72,283.23	74,090.31	75,942.57	77,841.13	79,787.16	81,781.84	83,826.38
22	60,809.37	62,329.60	63,887.84	65,485.04	67,122.16	68,800.22	70,520.22	72,283.23	74,090.31	75,942.57	77,841.13	79,787.16	81,781.84	83,826.38	85,922.04	88,070.09	90,271.85	92,528.64
23	67,122.16	68,800.22	70,520.22	72,283.23	74,090.31	75,942.57	77,841.13	79,787.16	81,781.84	83,826.38	85,922.04	88,070.09	90,271.85	92,528.64	94,841.86	97,212.90	99,643.23	102,134.31
24	74,090.31	75,942.57	77,841.13	79,787.16	81,781.84	83,826.38	85,922.04	88,070.09	90,271.85	92,528.64	94,841.86	97,212.90	99,643.23	102,134.31	104,687.67	107,304.86	109,987.48	112,737.17
25	81,781.84	83,826.38	85,922.04	88,070.09	90,271.85	92,528.64	94,841.86	97,212.90	99,643.23	102,134.31	104,687.67	107,304.86	109,987.48	112,737.17	115,555.59	118,444.48	121,405.60	124,440.74
26	90,271.85	92,528.64	94,841.86	97,212.90	99,643.23	102,134.31	104,687.67	107,304.86	109,987.48	112,737.17	115,555.59	118,444.48	121,405.60	124,440.74	127,551.76	130,740.55	134,009.06	137,359.29
27	99,643.23	102,134.31	104,687.67	107,304.86	109,987.48	112,737.17	115,555.59	118,444.48	121,405.60	124,440.74	127,551.76	130,740.55	134,009.06	137,359.29	140,793.27	144,313.10	147,920.93	151,618.95
28	109,987.48	112,737.17	115,555.59	118,444.48	121,405.60	124,440.74	127,551.75	130,740.55	134,009.06	137,359.29	140,793.27	144,313.10	147,920.93	151,618.95	155,409.43	159,294.66	163,277.03	167,358.96
29	121,405.60	124,440.74	127,551.75	130,740.55	134,009.06	137,359.29	140,793.27	144,313.10	147,920.93	151,618.95	155,409.43	159,294.66	163,277.03	167,358.96	171,542.93	175,831.50	180,227.29	184,732.97
30	134,009.06	137,359.29	140,793.27	144,313.10	147,920.93	151,618.95	155,409.43	159,294.66	163,277.03	167,358.96	171,542.93	175,831.50	180,227.29	184,732.97	189,351.30	194,085.08	198,937.21	203,910.64

Cost of Implementation

The following paragraph presents an implementation plan for the county's consideration. The implementation plans covers all of Fayette County's water treatment plants. The cost figures do not include benefit costs or current overtime expenditures. Thus, the following cost figures do not represent the organization's total personnel costs.

Table IV depicts the cost to implement the plan. The cost to implement the plan is $21,593, or 1.65% of the current payroll cost for these employees. The plan is based on a scale that should prove to be the most competitive in attracting and retaining a quality workforce.

TABLE IV
Cost of Implementation
Fayette County Personnel Project

	Classification Changes[1]	**Total Implementation Cost**
Plan (Table III)	$21,593 (1.65%)	$21,593

[1] Increases are projected based on current payroll total of $1,312,371. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

Appendix A
Position/Grade Analysis by Department
Fayette County Water System Personnel Project

DEPT	POSITION	PROPOSED GRADE	CURRENT GRADE
WAT/1	Water Plant Manager - Crosstown	21	817
WAT/2	Water Plant Manager - South Fayette	21	817
WAT/3	Facilities Manager	19	823
WAT/4	Laboratory Manager	19	818
WAT/5	Water Treatment Plant Operator - Class I	16	814/815
WAT/6	Water Treatment Plant Operator - Class II	14	813
WAT/7	Water Treatment Plant Operator - Class III	12	812
WAT/8	Laboratory Analyst	14	813
WAT/9	Water Treatment Plant Maintenance Worker	12	811
WAT/10	Water Treatment Plant Operator Trainee	10	
WAT/11	Wetlands Caretaker	10	810
WAT/12	Water System Director	25	
WAT13	Water System Deputy Director	23	

Appendix B
Position/Grade Analysis by Grade
Fayette County Water System Personnel Project

DEPT	POSITION	PROPOSED GRADE	CURRENT GRADE
WAT/12	Water System Director	25	
WAT13	Water System Deputy Director	23	
WAT/1	Water Plant Manager - Crosstown	21	817
WAT/2	Water Plant Manager - South Fayette	21	817
WAT/3	Facilities Manager	19	823
WAT/4	Laboratory Manager	19	818
WAT/5	Water Treatment Plant Operator - Class I	16	814/815
WAT/8	Laboratory Analyst	14	813
WAT/6	Water Treatment Plant Operator - Class II	14	813
WAT/9	Water Treatment Plant Maintenance Worker	12	811
WAT/7	Water Treatment Plant Operator - Class III	12	812
WAT/10	Water Treatment Plant Operator Trainee	10	
WAT/11	Wetlands Caretaker	10	810

Appendix C

Georgia Department of Community Affairs Salary Survey Summary*

Fayette County Water Personnel Project

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	60th Percentile Minimum Annual Rate	3rd Quartile Minimum Annual Rate	80th Percentile Minimum Annual Rate	90th Percentile Minimum Annual Rate
Water Plant Manager	$47,103	$46,230	$49,275	$50,264	$50,294	$52,348
Water Treatment Plant Operator III	$29,904	$29,561	$29,848	$33,104	$33,301	$36,019
Laboratory Analyst	$29,122	$29,931	$30,046	$31,195	$32,137	$33,280

Position Title	Maximum Annual Rate Mean	Maximum Annual Rate Median	60th Percentile Maximum Annual Rate	3rd Quartile Maximum Annual Rate	80th Maximum Percentile Annual Rate	90th Percentile Minimum Annual Rate
Water Plant Manager	$70,477	$72,045	$74,197	$75,267	$77,170	$83,167
Water Treatment Plant Operator III	$49,975	$49,819	$53,109	$54,249	$56,690	$59,386
Laboratory Analyst	$45,759	$48,332	$49,109	$50,895	$51,419	$52,021

Source: 2012 State of Georgia Department of Community Affairs Local Government Wage and Salary Survey. Salary data derived from the counties of Fulton, Monroe, Newton, Rockdale and Spalding and the cities of Carrollton, College Park, Covington, East Point, Fayetteville, Griffin, Hampton, LaGrange, Locust Grove, McDonough, Roswell, Stockbridge and Villa Rica.

Appendix D

Water Salary Survey Summary*

City of Griffin Personnel Project

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	3rd Quartile Annual Rate Minimum	Maximum Annual Rate Mean	Maximum Annual Rate Median	3rd Quartile Annual Rate Maximum	Mean Actual Annual Salary	Median Actual Annual Salary	3rd Quartile Actual Annual Salary	Mean # of Empl.	Median # of Empl.
Water/Wastewater Treatment Plant Superintendent	$51,455	$54,288	$57,141	$80,068	$90,039	$31,878	$59,093	$59,093	$64,387	4.0	2.0
Water/Wastewater Operator - Class I	$37,472	$37,472	$40,551	$56,046	$56,046	$60,584	$45,101	$45,101	$45,101	13.5	13.5
Water/Wastewater Operator - Class II	$32,799	$29,803	$34,691	$49,807	$45,822	$52,359	$37,973	$37,973	$39,245	4.7	5.0
Water/Wastewater Operator - Class III	$32,274	$32,274	$34,227	$47,913	$47,913	$50,594	N/A	N/A	N/A	20.0	20.0
Laboratory Manager	$46,421	$46,421	$53,182	$69,827	$69,827	$80,068	$32,906	$32,906	$32,906	1.5	1.5
Laboratory Analyst	$32,274	$32,274	$34,227	$47,913	$47,913	$50,594	$30,399	$30,399	$30,399	2.5	2.5

*Salary survey data derived from Butts County Water & Sewage Authority, Clayton County Water Authority, and the Macon Water Authority.

Appendix E				
Bureau of Labor Statistics Salary Survey Summary*				
Fayette County Water System				
Position Title	**Employment**	**Median Hourly Wage**	**Mean Hourly Wage**	**Annual Mean Wage**
Landscaping and Groundskeeping Workers	12,170	$12.19	$12.78	$26,580
Water and Wastewater Treatment Plant and System Operators	950	$18.48	$18.87	$39,240
*Source: May 2012 Bureau of Labor Statistics' metropolitan and nonmetropolitan area occupational employment and wage for Atlanta-Sandy Springs-Marietta, GA metropolitan area. This metropolitan area includes the following counties: Barrow, Bartow, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Haralson, Heard, Henry, Jasper, Lamar, Meriwether, Newton, Paulding, Pickens, Pike, Rockdale, Spalding, and Walton.				