



City of Colleyville Classification and Compensation Committee Agenda

City Hall
100 Main Street
Colleyville, Texas 76034
817. 503.1000
www.colleyville.com

Monday, March 6, 2017
6:00 p.m.

Executive Conference Room
Third Floor – City Hall

1. CALL TO ORDER

2. APPROVAL OF MINUTES

January 23, 2017

3. PRESENTATION AND DISCUSSION

3a Presentation and discussion of the consultant's draft presentation of City's Classification and Compensation Plan

4. ADJOURNMENT

I hereby certify this agenda was posted on City Hall bulletin boards Friday, March 3, 2017, by 5:00 p.m.

Amy Shelley, TRMC
City Secretary

A quorum of the Colleyville City Council and/or any other Colleyville Board, Commission, or Committee may be in attendance at this meeting.

Any matter on this agenda may, at the discretion of the governing body, be opened for public comment and discussion.

If you plan to attend this public meeting and have a disability that requires special accommodations, please advise the Economic Development Marketing Coordinator at least 48 hours in advance at 817.503.1050, and reasonable accommodations will be made to assist you.



City of Colleyville Classification and Compensation Committee Minutes - DRAFT

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Monday, January 23, 2017
6:00 p.m.

Executive Conference Room
Third Floor – City Hall

1. CALL TO ORDER

Human Resources Director Rachel Huitt called the meeting of the Classification and Compensation Committee to order on Monday, January 23, 2017, at 6:02 p.m.

ROLL CALL: Mayor Richard Newton, Councilmembers Tammy Nakamura and Nancy Coplen, citizen committee members Bo Bottger, Lenonna Nichols, Scott Redfearn, staff committee members Parks Manager Heather Dowell, Public Works Director Jeremy Hutt, Assistant Police Chief Robert Hinton, Fire Battalion Chief Tim Folden, and Human Resources Director Rachel Huitt.

Absent: Mayor Richard Newton, Scott Redfearn, and Strategic Services Manager Adrienne Lothery

2. APPROVAL OF THE MINUTES OF THE JANUARY 18, 2017 MEETING

Councilmember Tammy Nakamura made a motion to approve the minutes of the January 18, 2017 meeting. The motion was seconded by Parks Manager Heather Dowell. Approved by acclamation.

3. PRESENTATION AND DISCUSSION

3a Interview and discussion of consultants to conduct a classification and compensation analysis

Interviews were conducted with Arthur J. Gallagher & Co. Fox Lawson division, and Management Advisory Group International, Inc.

4. REGULAR MEETING OF THE CLASSIFICATION AND COMPENSATION COMMITTEE

Director Huitt explained a contract would be presented to the City Council for consideration at the next regularly scheduled City Council meeting on February 7, 2017. Director Huitt confirmed the next meeting with the Committee is March 6, 2017 at 6:00 p.m. to go over a draft report from the consultant.

5. ADJOURNMENT

There being no further business before the Committee, the meeting adjourned at 10:16 p.m.

Minutes taken and prepared by:

*Rachel Huitt
Director of Human Resources*



City of Colleyville Classification and Compensation Committee Agenda Briefing

City Hall
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Agenda Number 3a	Agenda Date 03/06/2017	Number
Type Presentation and Discussion		
Department Human Resources		

Title

Presentation and discussion of the consultant's draft presentation of City's Classification and Compensation Plan

Attachments

1. Presentation
2. Integrated Original Pay Plans by Original Grade Midpoint

Committee Meeting

Compensation and Classification Plan



March 6, 2017

Today's Discussion...

- Review of Scope of Work for the Project
- Review of Major Work Plan Steps
- Establishing the Comparative Market
- Establishing Benchmark Positions for the Survey
- Selecting a Broad Banding or Traditional Approach
- Determining the Public Safety Structure



Review of Scope of Work...

- Conduct a compensation and classification study, to include a market salary survey and Job Analysis Questionnaires;
- Develop a Compensation & Classification Philosophy based on practical needs of the organization;
- Provide recommendations on whether revised or new individualized position titles and pay grade assignments are needed; and if so, assist in the development of these titles and pay grades;
- Create new descriptions;
- Provide software, manual and training for HR;
- Analysis of the financial impact for implementation of the new plan; and,
- Prepare a final report of recommendations.

Review of Major Work Plan Steps...

- **Project Initiation:** Finalize approach; identify issues; gather data; detailed work plan; MAG's Task Completion List.
- **Market Survey:** Identify targets/benchmarks; develop survey; contact targets.
- **Classification Review:** JAQ's; AIF's; interviews; job analysis.
- **Analyze Survey Data:** Capture and evaluate data; integrate job/market data.
- **Develop Plan and Structure:** Create structure and assign positions.
- **Draft Report:** Prepare narrative and tables for internal review.
- **Finalize Report:** Ensure feedback; run implementation options; present.
- **Training:** Install software; train HR; ensure ongoing administration.



Establishing the Comparative Market...

Organizations typically included as targets in a salary survey are those that are:

- competing with the City for employees, for either lower level or higher level positions;
- geographically situated in such a fashion as to almost automatically be considered a competitor;
- structured similarly to the City, or providing similar types of services;
- attractive to highly valued City employees for one reason or another; and,
- within a reasonable commuting distance.

Samples are provided to start us thinking...

Possible Targets		
Grapevine	Fort Worth	Grapevine-Colleyville ISD
Flower Mound	Tarrant County	North Richland Hills
Southlake	Bedford	DFW
Euless	Keller	Irving
Denison	University Park	Watauga

Selecting Broad Banding or Traditional Approach...

Pros	Cons	Comments
Very Broad Pay Ranges offer employees “room to grow”.	Very difficult to establish “pay stops” within the ranges; can create unrealistic expectations for some employees.	Broad banding is largely a private sector initiative; about 11% of private sector agencies polled by SHRM use the format.
Originally designed for large multi-purposed or multi-national organizations that want to empower agencies or operational units to develop their own pay plans and rules.	Hard to apply to a fully-integrated local city or county where there is both legal and operational need for pay equity and substantial equivalency in both job hierarchy and actual salaries.	Was originally designed for establishing executive pay within large private organizations; enjoyed popularity in the late 80’s and early 90’s.
Broad banding is supportive of organizational restructuring.	Most public sector organizations have job comparability with others.	In the absence of an organizational imperative, it is of questionable value.
Jobs are very broadly defined.	Jobs are too broadly defined.	Difficult to establish recruitment guidelines; difficult to establish placement for existing or new position; can cause angst among employees who perceive the broader grouping as a downgrade.

Establishing Benchmark Positions for Survey...

The job classes included as benchmarks in the survey will be clearly and concisely described. Classes should be representative of the various functional areas within the various work areas/units. Benchmarks are chosen from across all Occupation Categories, Departments and Pay Grades. Will need to “translate” broad title into market reference points.

Possible Benchmarks				
M&O Technician	FF/Paramedic	Fire Captain		
Admin Support Tech	Police Recruit	Fire Batt Chief		
Admin Support Supv	FF/EMT	Police Lt.		
Management Analyst	Police Officer	Asst Police Chief		
M&O Specialist	Fire Engineer	Dep Fire Chief		
Librarian	Police Sergeant	Director		
		City Manager		

Determining the Public Safety Structure...

➤ Steps or Open Ranges?

- The fundamental decision about deciding any structure is finding support for decisions.
- MAG typically looks to the external market for comparative information in deciding both competitiveness and structure.

➤ Current structure for Sworn: 6.1% to 18.92% from min to max

- The proposed structure for Public Safety positions should be competitive with the external market, but should also be internally consistent with job placement and pay.
- Finally, any structure for any employees, should be defensible, market driven and balanced with internal job value.
- Whether Public Safety or General Service employees, the structure and the ranges should make sense.

Summary...

Goals of this Study:

- Consistent, valid and defensible methodology and approach for classifying work.
- A system that will support the day to day functions of managing employees and their compensation in a logical way that references both internal and external values.
- A classification/compensation program designed specifically for your needs.
- Policy recommendations to support and sustain the proposed plan(s).
- Extensive employee participation; extensive leadership participation.
- Licensing of unique Classification Manager© software system. In-house ability to implement, administer and maintain system.

▣ **Questions?**

Integrated Original Pay Plan - By Midpoint

Colleyville TX 2017

Grade			Min	Mid	Max	%Range	%Below	%Above
Original Class Title	Class Code					Pay Plan	Survey	#Pos'ns
WAE Non-Sworn			\$100	\$100	\$100	0.00%	0.00%	0.00%
EVENT COORDINATOR	ec		\$100	\$100	\$100	Non-Sworn	☐	5
LABOR POOL	lp		\$100	\$100	\$100	Non-Sworn	☐	1
POLICE BAILIFF	pb		\$100	\$100	\$100	Non-Sworn	☐	1
PRODUCTION COORDINATOR	proco		\$100	\$100	\$100	Non-Sworn	☐	3
SCHOOL CROSSING GUARD	scg		\$100	\$100	\$100	Non-Sworn	☐	12
5 Unique Class Titles						Total # of Positions:		22
A12 Non-Sworn			\$13,298	\$15,957	\$18,615	39.99%	20.00%	16.66%
LIBRARY CLERK PT	lcpt		\$13,298	\$15,957	\$18,615	Non-Sworn	☐	4
M&O TECHNICIAN	mot		\$13,298	\$15,957	\$18,615	Non-Sworn	☒	22
2 Unique Class Titles						Total # of Positions:		26
B22 Non-Sworn			\$16,828	\$21,035	\$25,242	50.00%	25.00%	20.00%
ADMIN SUPPORT TECH	adst		\$16,828	\$21,035	\$25,242	Non-Sworn	☐	8
LIBRARY ASSISTANT PT	libapt		\$16,828	\$21,035	\$25,242	Non-Sworn	☒	10
2 Unique Class Titles						Total # of Positions:		18
B23 Non-Sworn			\$18,127	\$22,658	\$27,189	50.00%	25.00%	20.00%
ADMIN SUPPORT SPEC	adss		\$18,127	\$22,658	\$27,189	Non-Sworn	☒	8
ADMIN SUPPORT SPECPT	adsspt		\$18,127	\$22,658	\$27,189	Non-Sworn	☐	1
2 Unique Class Titles						Total # of Positions:		9
C41 Non-Sworn			\$25,098	\$31,373	\$37,647	50.00%	25.00%	20.00%
ADMIN SUPPORT SUPV	adsup		\$25,098	\$31,373	\$37,647	Non-Sworn	☐	2
LIBRARIAN PT	libpt		\$25,098	\$31,373	\$37,647	Non-Sworn	☐	2
M&O SUPERVISOR	mosup		\$25,098	\$31,373	\$37,647	Non-Sworn	☐	2
MANAGEMENT ANALYST	ma		\$25,098	\$31,373	\$37,647	Non-Sworn	☒	8
MGMT ANALYST PT	mapt		\$25,098	\$31,373	\$37,647	Non-Sworn	☐	1
5 Unique Class Titles						Total # of Positions:		15
A13 Non-Sworn			\$29,786	\$35,743	\$41,701	40.00%	20.00%	16.67%
ADMIN SUPPORT ASST	adsa		\$29,786	\$35,743	\$41,701	Non-Sworn	☒	4
M&O TECHNICIAN PT	motpt		\$29,786	\$35,743	\$41,701	Non-Sworn	☐	2
2 Unique Class Titles						Total # of Positions:		6
B21 Non-Sworn			\$31,454	\$39,318	\$47,181	50.00%	25.00%	20.00%
M&O SPECIALIST	mos		\$31,454	\$39,318	\$47,181	Non-Sworn	☒	16
1 Unique Class Titles						Total # of Positions:		16
C42 Non-Sworn			\$33,549	\$41,936	\$50,322	50.00%	25.00%	20.00%
LIBRARIAN	lib		\$33,549	\$41,936	\$50,322	Non-Sworn	☒	3
SR MGMT ANALYST	masr		\$33,549	\$41,936	\$50,322	Non-Sworn	☒	5
SR MGMT ANALYST PT	masrpt		\$33,549	\$41,936	\$50,322	Non-Sworn	☐	1
3 Unique Class Titles						Total # of Positions:		9
B22S Sworn			\$49,048	\$49,048	\$49,048	0.00%	0.00%	0.00%
FIREFIGHTER/PARAMEDIC	para		\$49,048	\$49,048	\$49,048	Sworn	☒	15
POLICE RECRUIT	pr		\$49,048	\$49,048	\$49,048	Sworn	☒	1
2 Unique Class Titles						Total # of Positions:		16
B24 Non-Sworn			\$39,743	\$49,679	\$59,615	50.00%	25.00%	20.00%
M&O PROJECT SPEC	mops		\$39,743	\$49,679	\$59,615	Non-Sworn	☐	6
1 Unique Class Titles						Total # of Positions:		6
B25 Non-Sworn			\$44,819	\$54,737	\$67,451	50.50%	22.13%	23.23%
			\$44,819	\$54,737	\$67,451	Non-Sworn	☐	0
0 Unique Class Titles						Total # of Positions:		0

Integrated Original Pay Plan - By Midpoint Colleyville TX 2017

Grade			Min	Mid	Max	%Range	%Below	%Above
Original Class Title	Class Code					Pay Plan	Survey	#Pos'ns
B21S Sworn			\$49,348	\$55,762	\$62,178	26.00%	13.00%	11.51%
FIREFIGHTER/EMT	femt		\$49,348	\$55,762	\$62,178	Sworn	☒	3
1 Unique Class Titles						Total # of Positions:		3
B23S Sworn			\$52,931	\$61,399	\$69,868	32.00%	16.00%	13.79%
POLICE OFFICER	po		\$52,931	\$61,399	\$69,868	Sworn	☒	33
1 Unique Class Titles						Total # of Positions:		33
B24S Sworn			\$61,547	\$67,393	\$73,241	19.00%	9.50%	8.68%
FIRE ENGINEER	fe		\$61,547	\$67,393	\$73,241	Sworn	☒	9
1 Unique Class Titles						Total # of Positions:		9
B32S Sworn			\$69,082	\$74,609	\$80,135	16.00%	8.00%	7.41%
POLICE SERGEANT	ps		\$69,082	\$74,609	\$80,135	Sworn	☒	6
1 Unique Class Titles						Total # of Positions:		6
C41S Sworn			\$73,307	\$78,805	\$84,303	15.00%	7.50%	6.98%
FIRE CAPTAIN	fc		\$73,307	\$78,805	\$84,303	Sworn	☒	9
1 Unique Class Titles						Total # of Positions:		9
C45 Non-Sworn			\$64,129	\$80,163	\$96,194	50.00%	25.00%	20.00%
M&O PROJECT MANAGER	mopm		\$64,129	\$80,163	\$96,194	Non-Sworn	☐	3
1 Unique Class Titles						Total # of Positions:		3
D61 Non-Sworn			\$68,368	\$88,877	\$109,387	60.00%	30.00%	23.08%
MANAGER	man		\$68,368	\$88,877	\$109,387	Non-Sworn	☒	14
1 Unique Class Titles						Total # of Positions:		14
C52S Sworn			\$79,241	\$89,145	\$99,050	25.00%	12.50%	11.11%
FIRE BATTALION CHIEF	fbc		\$79,241	\$89,145	\$99,050	Sworn	☐	0
1 Unique Class Titles						Sworn	☒	4
						Total # of Positions:		4
C42S Sworn			\$84,537	\$90,032	\$95,527	13.00%	6.50%	6.10%
POLICE LIEUTENANT	pl		\$84,537	\$90,032	\$95,527	Sworn	☒	2
1 Unique Class Titles						Total # of Positions:		2
D62 Non-Sworn			\$71,714	\$93,228	\$114,742	60.00%	30.00%	23.08%
			\$71,714	\$93,228	\$114,742	Non-Sworn	☐	0
0 Unique Class Titles						Total # of Positions:		0
D63 Non-Sworn			\$75,061	\$97,578	\$120,097	60.00%	30.00%	23.08%
			\$75,061	\$97,578	\$120,097	Non-Sworn	☐	0
0 Unique Class Titles						Total # of Positions:		0
D62S Sworn			\$92,094	\$103,605	\$115,117	25.00%	12.50%	11.11%
ASSTANT POLICE CHIEF	apc		\$92,094	\$103,605	\$115,117	Sworn	☒	1
1 Unique Class Titles						Total # of Positions:		1
D61S Sworn			\$85,269	\$105,167	\$125,065	46.67%	23.34%	18.92%
DEPUTY FIRE CHIEF	dfc		\$85,269	\$105,167	\$125,065	Sworn	☒	1
1 Unique Class Titles						Total # of Positions:		1
E82 Non-Sworn			\$92,891	\$120,759	\$148,625	60.00%	30.00%	23.08%
DIRECTOR	dir		\$92,891	\$120,759	\$148,625	Non-Sworn	☒	7
1 Unique Class Titles						Total # of Positions:		7
E83 Non-Sworn			\$97,535	\$126,796	\$156,057	60.00%	30.00%	23.08%
			\$97,535	\$126,796	\$156,057	Non-Sworn	☐	0
0 Unique Class Titles						Total # of Positions:		0
E91 Non-Sworn			\$102,412	\$133,137	\$163,860	60.00%	30.00%	23.08%

Integrated Original Pay Plan - By Midpoint Colleyville TX 2017

Grade			Min	Mid	Max	%Range	%Below	%Above
	Original Class Title	Class Code				Pay Plan	Survey	#Pos'ns
E91	Non-Sworn		\$102,412	\$133,137	\$163,860	60.00%	30.00%	23.08%
	ACM/DIR PUB SFTY	acm	\$102,412	\$133,137	\$163,860	Non-Sworn	☒	1
	1 Unique Class Titles					Total # of Positions:		1
E92	Non-Sworn		\$119,644	\$148,058	\$191,471	60.03%	23.75%	29.32%
	DEPUTY CITY MANAGER	dcm	\$119,644	\$148,058	\$191,471	Non-Sworn	☐	1
	1 Unique Class Titles					Total # of Positions:		1
F101	Non-Sworn		\$129,594	\$156,735	\$206,875	59.63%	20.94%	31.99%
	CITY MANAGER	cm	\$129,594	\$156,735	\$206,875	Non-Sworn	☐	1
	1 Unique Class Titles					Total # of Positions:		1
Totals for Colleyville TX 2017								
	40 Unique Class Titles					Total # of Positions:		238