



TRANSYLVANIA

— COUNTY —

N O R T H C A R O L I N A

PERSONNEL BOARD

April 25th, 2023

Overview

- ❑ Compensation Philosophy Overview
- ❑ Assessment of Current Conditions: Results from the Evergreen Market Analysis and Independent Local Research
- ❑ Proposed Changes
- ❑ Progress
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- ❑ Implementation Timeline
- ❑ Recommendations

Overview

- Transylvania County engaged Evergreen Solutions, LLC in August of 2022 to complete an update to the 2019 Compensation and Benefits Study
 - ▣ Evergreen completed an assessment of current conditions as well as a market survey of 78 of positions
 - ▣ The market survey included surveying 16 peer organizations to ensure external equity
 - ▣ Their recommendation will provide Transylvania County with options for a compensation system that is equitable internally and externally



Compensation Philosophy

Compensation Philosophy

- Transylvania County will continue to reward experience with pay in the range to address previous compression concerns and remain competitive at the market average
- Time with the county in a similar career path as well as directly related experience from outside the county is included in all salary calculations for new hires
- The compensation philosophy will be applied equitably throughout the pay plan and salary calculations will be based on calculations of directly related experience and education
 - ▣ Pay practices will remain equitable and competitive
 - ▣ Pay ranges will remain open and will not involve steps
 - ▣ In the future steps could be considered to minimize the increases due to Salary Study Updates



Assessment of Current Conditions

Assessment of Current Conditions

- Transylvania County maintains one compensation plan with 28 pay grades with a 55% spread from the minimum to maximum amounts within a pay range
- The market study surveyed 16 peer organizations including neighboring counties
 - ▣ County staff completed additional market surveys for positions in three departments that did not have adequate peer comparisons studied or where there were areas of concern of rapidly changing market conditions
 - Including EMS, Solid Waste, and Transportation
 - ▣ The study compared results for 78 county positions spread across all county departments

Assessment of Current Conditions

Grade	Minimum	Midpoint	Maximum	Range Spread	Grade Progression
101	\$11.06	\$14.10	\$17.14	55.0%	-
102	\$11.61	\$14.80	\$18.00	55.0%	5.0%
103	\$12.19	\$15.54	\$18.90	55.0%	5.0%
104	\$12.80	\$16.32	\$19.84	55.0%	5.0%
105	\$13.44	\$17.14	\$20.83	55.0%	5.0%
106	\$14.11	\$17.99	\$21.87	55.0%	5.0%
107	\$14.82	\$18.89	\$22.97	55.0%	5.0%
108	\$15.56	\$19.84	\$24.12	55.0%	5.0%
109	\$16.34	\$20.83	\$25.32	55.0%	5.0%
110	\$17.15	\$21.87	\$26.59	55.0%	5.0%
111	\$18.01	\$22.97	\$27.92	55.0%	5.0%
112	\$18.91	\$24.11	\$29.31	55.0%	5.0%
113	\$19.86	\$25.32	\$30.78	55.0%	5.0%
114	\$20.85	\$26.58	\$32.32	55.0%	5.0%
115	\$21.89	\$27.91	\$33.93	55.0%	5.0%
116	\$22.99	\$29.31	\$35.63	55.0%	5.0%
117	\$24.14	\$30.78	\$37.41	55.0%	5.0%
118	\$25.34	\$32.31	\$39.28	55.0%	5.0%
119	\$26.61	\$33.93	\$41.25	55.0%	5.0%
120	\$27.94	\$35.63	\$43.31	55.0%	5.0%
121	\$29.34	\$37.41	\$45.48	55.0%	5.0%
122	\$30.81	\$39.28	\$47.75	55.0%	5.0%
123	\$32.35	\$41.24	\$50.14	55.0%	5.0%
124	\$33.96	\$43.30	\$52.64	55.0%	5.0%
125	\$35.66	\$45.47	\$55.28	55.0%	5.0%
126	\$37.45	\$47.74	\$58.04	55.0%	5.0%
127	\$43.06	\$54.90	\$66.75	55.0%	15.0%
128	\$55.98	\$71.38	\$86.77	55.0%	30.0%

Results of Market Comparison

- Based on data points collected by Evergreen, at the 50th percentile excluding outliers, Transylvania County was
 - ▣ 5.1 % below the public-sector market minimum
 - ▣ 7.8 % below the public-sector market midpoint
 - ▣ 8.4 % below the public-sector market maximum
- On average, there were 5.1 responses for each classification included in the market study, but ranged from 0 to 10

Proposed Changes

A. Pay Band Changes

Proposed Changes

- The following changes to the full-time pay ranges will also change the part-time salary rates
- Because Transylvania County has consistently implemented COLA's for current staff therefore, not all staff are expected to see an increase beyond bringing the pay ranges to a competitive benchmark
 - ▣ Continuing that policy will help in retention by keeping existing employees closer to the market
- Many of the market survey findings show the biggest disparity between our current pay ranges and market results in operational positions and public safety positions with a few outliers in leadership-level positions
 - ▣ Public Safety accounts for 62% of the proposed increases

Proposed Changes

- Positions with a proposed change of 1 pay grade

- ▣ Housekeeper
- ▣ Shelter Technician
- ▣ Marketing Specialist
- ▣ Finance Specialist
- ▣ Deputy Fire Marshal
- ▣ Environmental Health Program Specialist
- ▣ Environmental Health Supervisor I
- ▣ Fire Marshal
- ▣ EMS Training Officer

- Social Services Deputy Director
- Finance Director
- Public Health Director
- Social Services Director
- Sheriff

Proposed Changes

- Positions with a proposed change of 2 or more pay grades
 - ▣ All remaining Law Enforcement positions
 - ▣ IT Director
 - ▣ Heavy Equipment Mechanic
 - ▣ Telecommunicator III
 - ▣ Sanitation Equipment Operator
 - ▣ Van Driver
- Paramedic Shift Supervisor
- Telecommunicator IV
- Telecommunicator II
- Animal Control Officer
- Paramedic Lieutenant
- Paramedic



Review Progress

Review Progress

- Staff have verified accuracy of employees' education and experience gained since the previous compensation plan
- Staff have reviewed departmental and pay grade relationships to ensure internal equity moving forward
- Staff have completed additional levels of review by comparing market study findings to the UNC School of Government 2022 NC Salary and Benefit Survey



Next Steps

Financial Impact

- Consistent with the implementation philosophy from the 2019 plan, the total cost to move the pay plan to a competitive market placement is \$1.9 million dollars
 - ▣ This includes:
 - Full-time wages
 - Part-time wages
 - Scheduled overtime wages
 - FICA/Medicare
 - NC Retirement for full-time employees
 - Statutory 5% 401K requirement for law enforcement

Implementation Timeline

- Pending a proposal by the Transylvania County Personnel Board, staff will prepare a recommendation for the County Manager to present to the Board of Commissioners with the presentation of the FY 2024 Budget on May 8th
- Changes would take effect during the first full pay period of the upcoming fiscal year

Recommendations

- Staff recommends advancing pay ranges 8% to be consistent with the midpoint findings from the market study results
- Staff recommends adjustments to education and experience requirements for positions to remain competitive and ensure employees receive equitable salaries
- Staff recommends advancing employees annually at the beginning of the Fiscal Year for additional related education
- For positions that were below competitive ranges in the market study, staff recommend making appropriate changes to the pay ranges
- Motion to approve staff recommendations presented with the addition of a 2% 401K match and recommending revisiting the Transylvania County longevity cap policy

Benefit Trends/Future Considerations

- Transylvania County Employee Health Insurance shows ongoing increasing costs. Staff has not recommended to increase premium to remain competitive with other local governments.
- An area in which Transylvania County is not competitive with our peers is in providing a 401K contribution or match.
 - ▣ Based on current salary rates a 2% match would cost \$280,000
 - ▣ Staff recommends the Personnel Board consider a recommendation to the Transylvania County Board of Commissioners if this is an area that members would choose to pursue
 - ▣ The Personnel Board recommended to review the Longevity Cap