



CLASSIFICATION & COMPENSATION STUDY

Frequently Asked Questions

MARKET DATA SOURCES

1. What were the sources for market data collection and what's the difference between different sources?

Gallagher collected market data through a customized custom survey and published survey.

- *A custom survey form was developed to collect data from identified participants which includes primarily comparable cities and counties to benchmark job data that are primarily only in municipalities*
- *Published survey data was collected from public sector and private sector for cross-industry jobs (e.g., administrative support, information technology, and finance) to supplement custom survey data.*

2. What was the criteria to determine the sources for market data collection for different jobs?

The criteria to determine the sources for custom market data sources was determined by the City to identify those comparator organizations, including organizations that are similar in size and services offered and organizations that you recruit and lose talent to and those the City competes with for talent. The jobs that are specific to Municipalities or City government are considered to be included in a custom survey.

The criteria to determine the published survey sources are identifying jobs that are cross industry such as IT, Finance, Facilities, Administrative Assistants, Engineers, and Human Resources etc. Most positions can be identified within the published survey sources.

3. Can you explain what the published survey sources you used were?

Following published survey sources were used to collect market salary data:

Survey Title
CompData Survey Library
Economic Research Institute
Mercer Survey Library
Willis Towers Watson Survey Library



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BENCHMARK JOBS

1. How did you select benchmark jobs?

We worked with the City to select based on following criteria:

- *Representation of all job families and levels (non-exempt, professional, managerial, leadership) throughout the organization.*
- *Representation of most of the functions in the organization.*
- *Highly populated jobs.*
- *Jobs found in most organizations.*
- *Jobs with recruitment or retention problems.*

2. Were temporary/seasonal included in market data collection through custom survey or published survey?

Temporary/Seasonal positions were not included in the study; the study focused on all 933 permanent FT and PT positions.

MARKET DATA REVIEW AND ANALYSIS

1. How did you determine appropriate job matches?

Gallagher reviewed job matches based on job information collected via the Position Description Questionnaire process. Survey matches must reflect a minimum of 80% of the benchmark job content. When reviewing a description of the benchmark jobs, Gallagher reviewed job duties and requirements including minimum education and experience.

2. Can you explain why no market data were collected for some benchmark jobs?

Gallagher followed the U.S Department of Justice and Federal Trade Commission guidelines, which states five job matches should exist per job in order to conduct statistical analyses or for drawing conclusions.

Some titles did not meet the Federal Trade Commission and The US Department of Labor Guidelines, which require that five matches should exist per job in order to draw reliable conclusions. Therefore, Gallagher did not calculate statistics on jobs with fewer than five job matches.



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3. Does below benchmark jobs only have published data available?
 - a. Information Technology
 - b. Human Resources
 - c. Maintenance Technician

Yes, based on the parameters of this study data Information Technology, Human Resources and Maintenance Technician was obtained through the published survey sources.

4. What type of market data were collected?

Base salaries and salary range data were collected to help to determine market competitiveness.

CLASSIFICATION

1. Classification titles were used for benchmark job selection, can you explain the rationale?

Based on the Classification study and Gallagher's recommendation to group similar and like jobs with the same level of minimum education, experience and complexity of work. Job titles were grouped together under a market-based standard tilting convention. This creates a classification framework whereby each classification is distinctly different from each other, with clear delineation between levels of work within the same body of work.

EMPLOYEE CENSUS DATA

1. Which employee census was used for data analysis?

The most up to date employee census provided was effective 12/12/2022.

2. How was the aggregated average City base salaries calculated in market data analysis?

The aggregated average City base salaries are based on an FTE of 2080 hours to normalize them with the market for comparison. The 56-hr Public Safety positions have been normalized at 2912 hours. The aggregated City Averages are also based on the proposed classification titles and groupings.

3. How will the part-timers employees' salaries being adjusted?

We utilized same methodology as we did for full-time employees. The salary adjustment was pro-rated based on the part-time standard work hours.