

St. Charles Parish

Council Committee Meeting

September 6, 2022

Presented by Personnel &
Parish President Jewell



INTENT OF COMPENSATION STUDY

- To evaluate ALL St. Charles Parish positions relative to the comparable government market to ensure that fair and competitive compensation is being provided for all employees within the Civil Service St. Charles Parish Government pay structure.
- To support the retention of our current workforce and aid in our on-going hiring to attract qualified employees.
- As stated in **Section 4.02. MAINTENANCE** of the Civil Service Rules & Regulations:
 - The Personnel Officer shall perform periodic audits of the prevailing compensation plan to make recommendation for changes or to see independent studies be conducted to recommend changes. Based on these recommendations the Civil Service Board shall submit its recommendations to the Parish President for approval. Final approval for the compensation plan shall be obtained from the Parish Council through the enactment of the annual Parish budgets.

WHAT WAS DIFFERENT?

- Request for proposals and consultant selection
- All SCP civil service positions evaluated
- Employee involvement in the process
- Communication and transparency throughout process

WHAT WAS BEING ADDRESSED?

- **Amount of time it takes to “top out”**
 - Created the 15 step pay plan
- **Too many one-off position reviews which disrupt the consistency of the pay plan and special job studies that did not include all employees**
 - All positions were evaluated
- **Not offering candidates with related exceptional qualifications a more competitive & comparable salary, losing top talent**
 - Utilizing this option when warranted and creating criteria to ensure consistency
- **Not increasing the minimums in the pay plan, starting new employees at lower entry rates which were not effectively keeping up with the market data**
 - All entry rates were increased in December by the COLA and will continue to be adjusted each year to have a more competitive entry point for new employees
- **Job descriptions outdated**
 - All job descriptions are being updated based on information provided by employees in those positions
- **FLSA review**
 - All positions will have a formal FLSA review and appropriate adjustments will be made

TIMELINE & PROCESS

Summer 2021

- Project Launch
- SSA Awarded Contract

Fall 2021

- JAQ Completion
- SSA Conducted Job Market Analysis

Winter 2021-
2022

- Data Analysis

Spring 2022

- Data Review
- Meetings with every department director

Summer 2022

- Final Preparations

ADDRESSING COMMENTS

- Field employees are being left out
 - Position and employee statistics provided in presentation
 - 199 employees (50%) Moved up in Grade
 - 151 (76%) Hourly employees, 48 (24%) Salary employees
 - 153 (77%) Non-supervisors, 46 (23%) Supervisors
- Drainage department
 - 78% of the department will see at least a 1% adjustment
 - 58% of Drainage will receive at least a 5% adjustment
 - Positions in Drainage moving up in grade: LABORER, PUMP OPERATOR HELPER, GRASS CUTTER II, EQUIPMENT OPERATOR II, EQUIPMENT OPERATOR IV, DRAINAGE FOREMAN, DRAINAGE HEAVY EQUIPMENT FOREMAN
- Everyone needs an increase
 - A compensation study does not guarantee or allow for an adjustment for all employees
 - There is no data that would support an across the board increase
 - In addition to the proposed compensation study adjustments, merit and COLA can still be implemented in December 2022 for eligible employees

ADDRESSING COMMENTS

- **Job Analysis Questionnaire (JAQ) concerns**
 - A thorough process as outlined by SSA Consultants was implemented for the completion and review of JAQs
 - The Personnel Office had a responsibility to review JAQs for checks and balances in accordance with the organizational structure of the department and across the Parish
 - The employee and department supervision were solely responsible for position tasks, duties, and responsibilities
- **Performance Evaluations, concerns regarding missing work**
 - A more objective performance evaluation will be implemented to raise the standard of how employees should be performing
 - Employees with a serious health condition and on FMLA are allowed approved and job protected time off and this leave does not impact their performance evaluation
- **High employee performance not being considered**
 - Employee performance is recognized through the annual evaluation and merit process
- **Hurricane and emergency work not being considered**
 - SCP has an appropriate Emergency Pay Policy in place for compensation during emergency events for essential personnel

ADDRESSING COMMENTS

- Long-term employees
 - 75 employees over 20 years of service, 34 moving up in grade
 - SCP provides excellent pay and benefits specific to long-term employees:
 - Compensation study showed SCP maximums are 15-20% higher than comparative government maximums
 - These maximums will remain in place and can adjusted by future compensation studies
 - \$ for \$ match on Deferred Compensation 457 Plan for employees after 20 years of employment
 - DROP
 - Life Insurance 100% paid by SCP after 20 years of service
 - Generous vacation time
 - Employee equivalent retiree health insurance through age 65 for employee and spouse
- Employee concerns regarding being overlooked
 - All employee positions were evaluated as part of this compensation study; however, if the position is already placed appropriately on the pay plan then it will not warrant an adjustment
 - Some positions may have been reviewed as part of the 2016 job study or since the 2016 job study which may have already placed that position in a more comparable salary grade
 - SSA Consultants provided market data based on a thorough and unbiased compensation study process for ALL SCP positions

POSITION STATISTICS

178

Positions
on New
Pay Plan

167

Positions Graded

79 (47%)

Positions recommended to move up in Grade

11

New
Positions

27

Positions
Eliminated

38

Hourly
Positions

41

Salary
Positions

46

Non-
supervisory
positions

33

Supervisory
positions

32

Hard to Fill
Positions

18

High
Turnover
positions

45

(27%)

Positions
Recommended
to stay Same
Grade

43

(26%)

Positions
Recommended
lower grade
but did not
move

EMPLOYEE STATISTICS

397 Civil Service Employees

199 (50%)
Employees Move Up A Grade

319 (80%)
Employees with Pay
Adjustment After Step
Placement

78 (20%)
Employees
No Pay
Adjustment

83
Employees
Over
Step-15

151
Hourly

48
Salary

153
Non-
Supervisors

46
Supervisors

45
<1%
Adjustment

80
1%-5%
Adjustment

194
>5%
Adjustment

23
Employees
are at SCP
Max

NEXT STEPS

- If approved this evening:
 - Payroll changes will be effective September 17th
 - First pay date will be October 7th
 - Employees will receive notice of individual status September 26th – 30th
 - Employee will receive Total Compensation Statement week of November 7th
- Personnel meetings with each department to:
 - Provide the JAQs that were submitted to SSA Consultants for each department.
 - Provide a first draft of the job descriptions for each department.
- Internal equity concerns will be addressed with executive staff and any changes that are determined as warranted will be brought to the Civil Service meeting in October.
- Job descriptions will be reviewed by the employee, immediate supervisor, department director, and personnel for final completion by year-end.
- All employees will receive final job description.
- Job descriptions will be kept evergreen in order to be utilized for compensation studies going forward.