

Benefits Review, Classification & Compensation Study Presentation



November 11, 2024

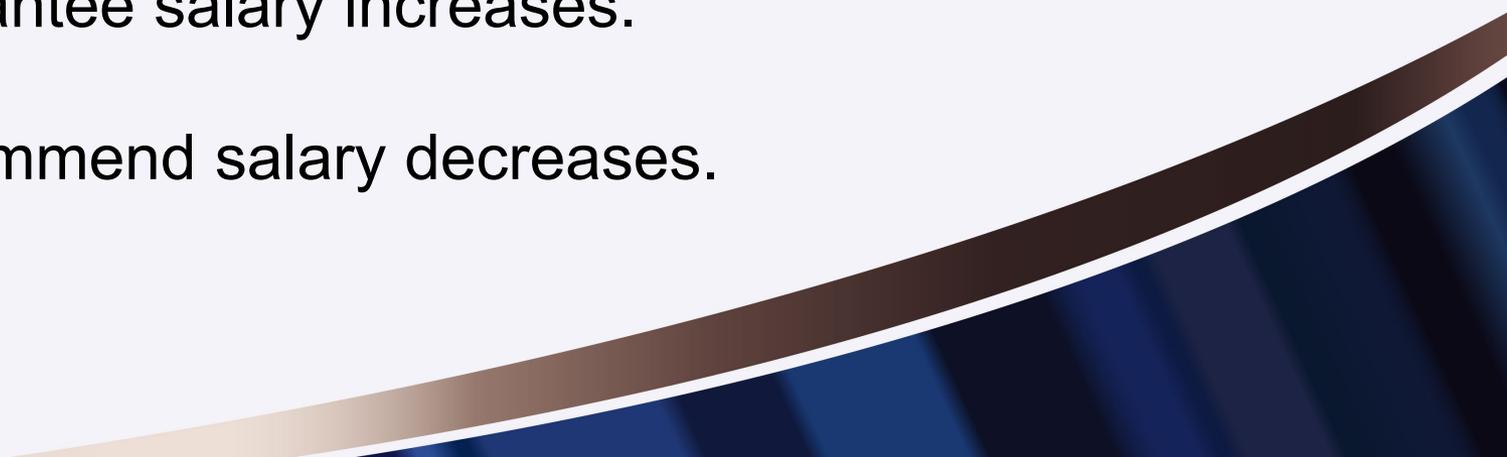
MAG Experience for Success

- The Principals of MAG International, Inc. have a proven track record in providing in-depth management and human resource consulting services for over 25 years in more than 40 states.
 - Our clients range from various state and local government agencies, to school districts, and numerous other types of governmental organizations nationally.
 - MAG principals have completed over 600 similar studies over the years, including in the state of Michigan (City of Southfield, City of Dearborn, Oakland County, and Washtenaw County).
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This project **IS** designed to:

- Capture current job data from current job descriptions;
 - Ensure Internal Equity by conducting a Job Analysis & Evaluation for each position;
 - Establish External Equity based on labor market data;
 - Provide an implementation plan that is affordable;
 - Provide a process for future evaluation of positions.
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This project **IS NOT** designed to:

- Identify staffing levels.
 - Reorganize departments or functions.
 - Evaluate individual employee performance/capabilities.
 - Guarantee salary increases.
 - Recommend salary decreases.
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Project Scope

- Study and evaluate full-time and part-time positions as identified by the Human Resources Director within the Township for purposes of determining the proper classification and salary for each employee;
 - Conduct a comprehensive salary review of appropriate public and private sector organizations to determine if the Township's salaries are competitive within the regional job market;
 - Review current benefit offerings and compare with market peers to determine future changes to support recruitment and retention.
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Project Scope – ...Cont.

- Identify those classes of positions that are exempt and non-exempt in compliance with the Fair Labor Standards Act of 1983 as amended in 1985;
- Develop a salary structure and a pay plan in to support recruitment and retention of valued employees;
- Develop and present final recommendations and implementation plan including impact of implementing, recommended adjustments to current salaries both immediately and in the future;
- Review and make recommendations concerning the effectiveness of the Township's overall compensation system including compression issues; and
- Assist the HR staff by providing information to maintain the compensation classification system.

Steps to Success

Step 1 - Project Initiation – Meet with HR staff and top management to finalize goals, objectives and timeline. Gather employee and organizational data needed for project

Step 2 – Employee Communication – Conduct employee information/orientation meetings to communicate process. Department Head one-on-one interviews.

Step 3 – Classification Plan Review/Development – Review/analyze the Township’s current classification and compensation system and evaluate in relation to job information gathered from job descriptions. Recommend updated classification structure based on objective job profiles to ensure internal equity.

Step 4 – Market Salary Survey – Collaborate with Township leadership to identify relevant labor market peer and competitor organizations and survey benchmark class titles. Analyze/evaluate survey results and/or published data to facilitate developing a compensation structure that ensures a competitive status in the labor market.

Step
1

Step
2

Step
3

Step
4

Steps to Success

Step 5 – Develop Proposed Compensation & Classification Plan – Integrate the results of Steps 3 and 4 to create a classification/compensation structure that maximizes equitable internal relationships and facilitates establishing and maintaining the Township’s ability to attract and retain highly skilled employees; establishes job placement based in direct input from employees, immediate supervisors and departmental leadership

Step 6 – Preliminary Analysis Results/Recommendations – Submit preliminary analysis results/recommendations to HR for technical review. Review results with project team, and leadership to identify issues and obtain pertinent information not available from job descriptions or market data.

Step 7 – Presentation of Final Results/Recommendations – Present analysis results/recommendations for an updated classification/compensation structure ensuring equitable internal relationships and market competitiveness to governing body for adoption/implementation



Step
5

Step
6

Step
7

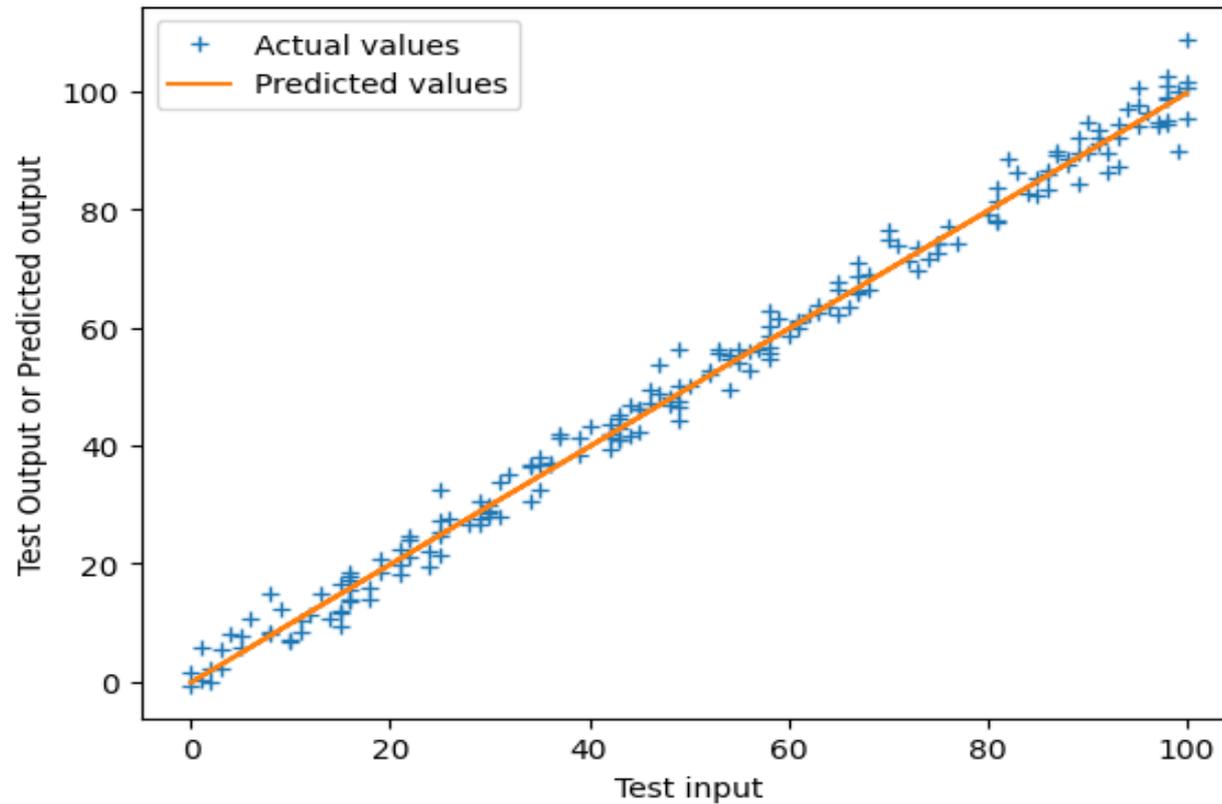
Job Factors

- Data Responsibility
- Judgment
- People Responsibility
- Complexity of Work
- Assets Responsibility
- Impact of Decisions
- Education
- Equipment Usage
- Physical Demands
- Communications
- Math
- Unavoidable Hazards
- Safety of Others
- Experience

Peer Organizations

- Clinton Township
- W. Bloomfield Township
- City of Troy
- City of Rochester Hills
- City of Royal Oak
- City of Southfield
- Education
- City of Novi
- City of Dearborn Heights
- City of Dearborn
- City of Birmingham
- Waterford Township
- City of Sterling Heights
- Canton Township
- Oakland County
- Northville Township
- **O*NET

Linear Regression Analysis



Proposed Pay Plan:

DRAFT

Proposed Pay Plans Large Client Sample

Code	Proposed Class Title	Ann Min	Ann Max	Hrly Min	Hrly Max		
Unified						#Positions	#EEs
101		\$18,333	\$22,000	\$29,260	\$8.81	\$10.58	\$14.07
Z5521	SCHOOL CROSSING GUARD				0	0	
103		\$21,186	\$25,424	\$33,814	\$10.19	\$12.22	\$16.26
W4007	LIBRARY AIDE				241	241	
W9615	Recreation Aide				26	26	
Z4123	STUDENT SEASONAL LIFEGUARD				144	144	
Z5000	Student Worker				200	200	
105		\$24,484	\$29,380	\$39,076	\$11.77	\$14.13	\$18.79
B4106	CONCESSION ATTENDANT				12	12	
B7505	Custodian				33	33	
106		\$26,320	\$31,584	\$42,007	\$12.65	\$15.18	\$20.20
W6395	Driver				8	8	
B7541	GROUNDSKEEPER				48	48	
B4181	RANGE ATTENDANT				28	28	
B5505	Security Guard				18	18	
B4154	Stable Attendant				8	8	
107		\$28,294	\$33,953	\$45,157	\$13.60	\$16.32	\$21.71
B7111	BRIDGETENDER				18	18	
B6430	Cook				8	8	
W3105	Data Aide				5	5	
B7515	Maintenance Worker				181	181	
B6403	Mosquito Control Inspector				7	7	
B4103	Park Aide				86	86	
B0203	Print Shop Assistant				1	1	
W3151	Survey Technician				4	4	
B7931	WEIGHSTATION OPERATOR				2	2	

Implementation Report Detail:

DRAFT

Large Client Sample Implementation Report

Proposed Pay Plan Unified

Dept Name: Aviation Dept Code: 400

Unit Name: Aviation Unit Code: 300

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		
CONTRACT/GRANT ADMN III	P2356		47,087	59,327	71,567	P170	1.000	04/16/2007	01/09/2012	49,470				0	36.73%	83.39%	01294
Contract/Grant Administrator, Senior	P2352		62,688	75,226	100,050	118	0	260	01/10/2012	1452	67,642	13,218	4,954	0	0		EDWARDS, DANIELLE
CONTRACT/GRANT ADMN III	P2356		47,087	59,327	71,567	P170	1.000	12/27/1994	11/28/2010	53,961				0	27.93%	90.96%	07951
Contract/Grant Administrator, Senior	P2352		62,688	75,226	100,050	118	0	260	11/29/2010	1859	69,031	8,727	6,343	0	0		REGISTE, IGERE
HUMAN RESOURCES OFFICER	N2317		60,856	79,175	97,494	N018	1.000	09/18/2000	04/28/2014	77,219				0	0.00%	97.53%	07952
HUMAN RESOURCES OFFICER	N2317		62,688	75,226	100,050	118	0	260	03/19/2014	653	77,219	0	0	0	0		BRUCE, DEBORAH
SPECIAL PROJ COORD IV	N2364		52,641	68,352	84,062	N016	1.000	06/18/2003	09/13/2015	55,460				0	13.70%	81.14%	10149
Program/Project Coordinator, Senior	N2353		62,688	75,226	100,050	118	0	260	09/14/2015	109	63,060	7,228	372	0	0		DRISCOLL, SEAN
SPECIAL PROJ COORD IV	N2364		52,641	68,352	84,062	N016	1.000	09/26/2005	02/15/2015	54,220				0	17.63%	79.33%	05217
Program/Project Coordinator, Senior	N2353		62,688	75,226	100,050	118	0	260	02/16/2015	319	63,777	8,468	1,088	0	0		FORESTER, LISA
SPECIAL PROJ COORD IV	N2364		52,641	68,352	84,062	N016	1.000	05/10/2006	10/11/2015	58,457				0	7.71%	85.52%	01077
Program/Project Coordinator, Senior	N2353		62,688	75,226	100,050	118	0	260	10/12/2015	81	62,965	4,232	276	0	0		WILLMAN, KAROLYNN
AIRPORT OPER SUPERVISOR	X7728		50,088	65,863	81,639	X600	1.000	08/28/2006	09/30/2013	52,624				0	15.77%	79.90%	07939
AIRPORT OPERATIONS SUPERVISOR	X7728		58,315	69,977	93,070	117	0	260	10/01/2013	822	60,924	5,691	2,609	0	0		ADDERLEY, DWAYNE
AIRPORT OPER SUPERVISOR	X7728		50,088	65,863	81,639	X600	1.000	03/01/2015	03/01/2015	51,340				0	15.47%	77.95%	05617
AIRPORT OPERATIONS SUPERVISOR	X7728		58,315	69,977	93,070	117	0	260	03/02/2015	305	59,283	6,974	968	0	0		ALVERO, JASON
AIRPORT OPER SUPERVISOR	X7728		50,088	65,863	81,639	X600	1.000	02/27/2006	07/07/2013	52,624				0	30.89%	79.90%	06870
AIRPORT OPERATIONS SUPERVISOR	X7728		58,315	69,977	93,070	117	0	260	11/21/2006	3328	68,878	5,691	10,563	0	0		BARNHART, HEATHER
AIRPORT OPER SUPERVISOR	X7728		50,088	65,863	81,639	X600	1.000	02/14/2000	03/09/2008	52,624				0	28.02%	79.90%	05435
AIRPORT OPERATIONS SUPERVISOR	X7728		58,315	69,977	93,070	117	0	260	03/10/2008	2853	67,370	5,691	9,055	0	0		BRAUN, ROY
AIRPORT OPER SUPERVISOR	X7728		50,088	65,863	81,639	X600	1.000	08/27/2002	08/27/2002	62,752				0	17.58%	95.28%	00428
AIRPORT OPERATIONS SUPERVISOR	X7728		58,315	69,977	93,070	117	0	260	08/28/2002	4874	73,785	0	11,033	0	0		CATALFAMO, ANGELA
AIRPORT OPER SUPERVISOR	X7728		50,088	65,863	81,639	X600	1.000	11/07/1994	10/21/2007	52,624				0	28.87%	79.90%	10161
AIRPORT OPERATIONS SUPERVISOR	X7728		58,315	69,977	93,070	117	0	260	10/22/2007	2993	67,814	5,691	9,500	0	0		CHAVEZ, MANUEL
AIRPORT OPER SUPERVISOR	X7728		50,088	65,863	81,639	X600	1.000	01/03/2006	12/12/2010	52,624				0	21.94%	79.90%	07534
AIRPORT OPERATIONS SUPERVISOR	X7728		58,315	69,977	93,070	117	0	260	12/13/2010	1845	64,171	5,691	5,856	0	0		CHERY, GUERDIE
AIRPORT OPER SUPERVISOR	X7728		50,088	65,863	81,639	X600	1.000	05/19/1996	12/26/2010	52,624				0	21.86%	79.90%	05619
AIRPORT OPERATIONS SUPERVISOR	X7728		58,315	69,977	93,070	117	0	260	12/27/2010	1831	64,126	5,691	5,812	0	0		COPPING, TERENCE

Estimated Annualized Costs

4% COLA Included	
Fire	\$679,027.98
Police	\$606,725.53
Unified	\$975,531.28
Elected	\$34,847.85
Total Annualized Cost	\$2,296,132.64
** Benefits Cost Not Included	



Additional Findings & Recommendations

- 1. Overall current benefits are competitive with peers.**
 - 2. Consider adding a parental leave policy (8-weeks paid leave).**
 - 3. Consider adding pay for certifications/licensure attainment.**
 - 4. Sick, PTO and Holiday leave are slightly lower than market totals.**
 - 5. Consider increasing shift differential pay.**
 - 6. Revisit Defined Benefit Pension once out from under state financial oversight. This could impact recruitment & retention for public safety positions.**
 - 7. Employee benefits & compensation study survey indicated a moderate level of dissatisfaction with current pay and benefits.**
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Any Questions?

