



# **Classification & Compensation Study City of Westfield, Indiana**

**July 8, 2019**

# The Archer Company

- ▶ Thirty-five years experience.
- ▶ Headquartered in Charlotte, North Carolina.
- ▶ Additional offices in Raleigh, Columbus and Washington D.C.
- ▶ Affiliates in Chicago, Omaha and Sacramento.
- ▶ Primary focus is developing classification and compensation plans for public organizations.

# Comparable Projects

## Midwest

- ▶ City of Carmel, Indiana
- ▶ City of Beachwood, Ohio
- ▶ City of Westlake, Ohio
- ▶ City of Elgin, Illinois
- ▶ Cuyahoga County, Ohio
- ▶ Franklin County, Ohio
- ▶ Cleveland Metroparks & Zoo
- ▶ Toledo Metroparks

## Other Large Projects

- ▶ Fulton County, Georgia
- ▶ Cobb County, Georgia
- ▶ DeKalb County, Georgia
- ▶ Augusta/Richmond County, GA
- ▶ Jefferson Parish, Louisiana
- ▶ Charlotte County, Florida
- ▶ Greenville County, South Carolina
- ▶ McHenry County, Illinois

# Project Goals

- Create an objective classification and compensation plan.
- Balances internal equity and external competitiveness.
- Results in fair compensation.
- Can be maintained efficiently and effectively as jobs change.

# Job Analysis

- Employees completed Comprehensive Position Questionnaires.
- Supervisors and directors reviewed CPQ's.
- Archer Company reviewed CPQ's.





# Job Analysis

- The Archer Company conducted department director and selected employee interviews to further clarify issues, job duties and responsibilities.



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# Job Evaluation

- Establish classification structure consistent with the client's preference.
- Evaluated classifications with Archer Job Evaluation System to establish internal equity.
- The City reviewed classifications and pay grade assignments.
- Responded to any issues.

# Market Analysis

- ▶ Conducted a custom survey.
  - ▶ Targeted employers
  - ▶ Benchmark jobs
- ▶ Surveyed pay ranges and average pay.
- ▶ Analyzed survey results and compared results to client data.



# Salary Survey Participants

- ▶ City of Carmel, Indiana
- ▶ City of Fishers, Indiana
- ▶ City of Dublin, Ohio
- ▶ City of Mason, Ohio
- ▶ City of Westlake, Ohio
- ▶ City of Naperville, Illinois
- ▶ City of Maple Grove, Minnesota
- ▶ City of Woodbury, Minnesota
- ▶ City of Franklin, Tennessee
- ▶ City of Germantown, Tennessee
- ▶ Economic Research Institute - Indianapolis

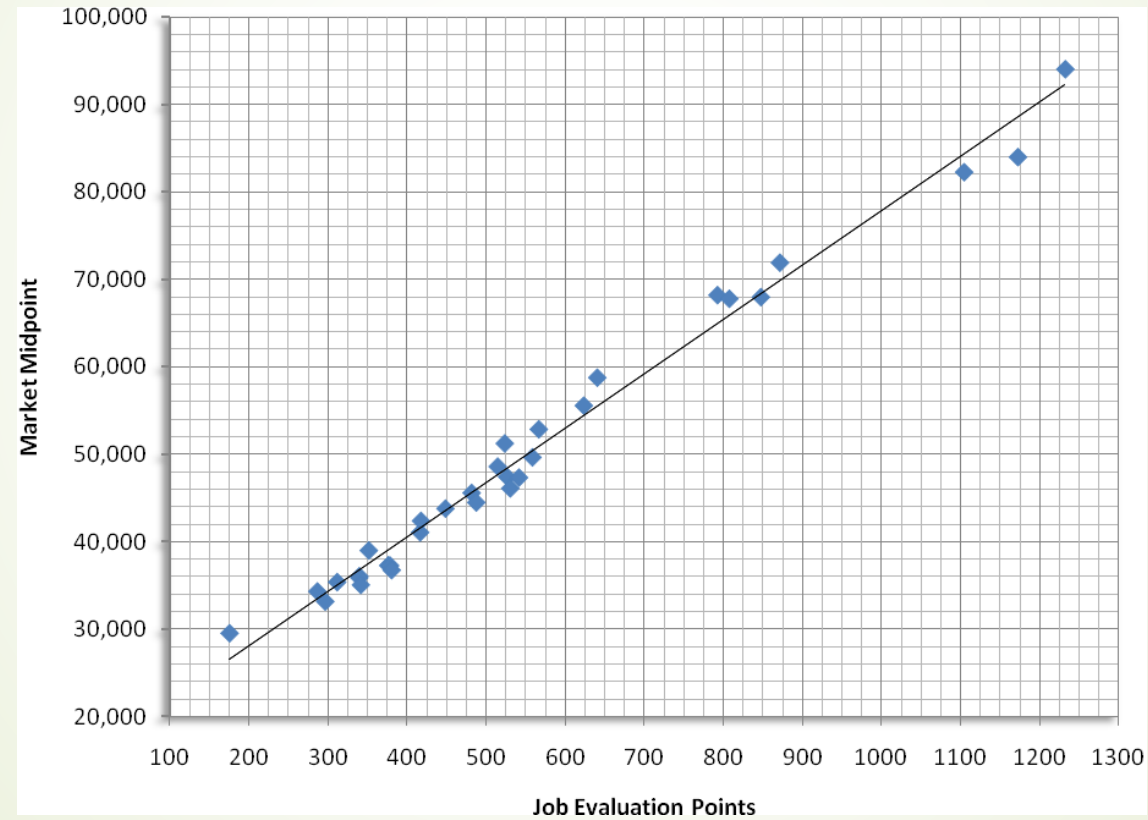
# Benchmark Jobs

- ▶ Chief of Staff
- ▶ Director Public Works
- ▶ Fire Chief
- ▶ Director Community Development
- ▶ City Engineer
- ▶ Director Informatics
- ▶ Assistant Chief of Police
- ▶ Police Patrol Captain
- ▶ Fire Battalion Chief
- ▶ Street Superintendent
- ▶ GIS Manager
- ▶ Park Superintendent
- ▶ Senior Project Manager
- ▶ Police Sergeant
- ▶ Grounds/Facility Coordinator
- ▶ Patrol 1<sup>st</sup> Class
- ▶ Firefighter 2<sup>nd</sup> Class
- ▶ Street Foreman
- ▶ Deputy Clerk/Accounting

## Benchmark Jobs (2)

- Senior Systems Analyst
- Administrative Coordinator
- Records Assistant
- Guest Services Representative
- Operations Assistant

# Regression Analysis



# Pay Plan Recommendations

- Developed pay plan with 23 pay grades.
- Pay grades have a 40% spread from minimum to maximum.
- Assigned employees to classifications and pay grades.
- Provided pay plan implementation scenario.
- Developed job specifications. .
- Provided performance appraisal forms and training.