



**A CONTINUED MEETING OF  
THE CITY COUNCIL  
OCTOBER 5, 2017, 12:00 NOON  
LIBRARY COMMUNITY ROOM  
702 E. FRONT AVENUE**

**AGENDA**

**A. CALL TO ORDER**

**1. BDPA STUDY**

Presented by Melissa Tosi, Human Resource Director

**B. ADJOURNMENT**

*NOTE: The City will make reasonable accommodations for anyone attending this meeting who require special assistance for hearing, physical or other impairments. Please contact the City Clerk at (208) 769-2231 at least 72 hours in advance of the meeting date and time.*

**Date:** October 5, 2017

**From:** Melissa Tosi; Human Resources Director

**Re:** BDPA, Inc. Classification and Compensation Study

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**Decision Point:** Provide council with an overview of the Classification and Compensation Study findings and recommendations completed by BDPA, Inc.

**History:** BDPA and the City of Coeur d'Alene first worked together in 2001 on a similar classification and compensation study. At that time, BDPA wrote the City's job classifications, worked with Human Resources through an employee advisory committee to develop job valuation factors and identify market employers, conducted a wage survey, and recommended a new pay range structure.

The wage structure prior to 2002 was a step system, A-H, and employees moved through the set steps on anniversary dates and reached maximum at 17 years (determined by collective bargaining agreements). The pay structure implemented in 2002, was an open range pay structure, minimum to maximum, and set wage increases were on anniversary dates and set by the applicable collective bargaining agreement. Employees reach the maximum in 9 years (9½ for fire).

Since 2001, the City of Coeur d'Alene has continued to use BDPA as consultants to review new and revised jobs, recommend placement of those jobs in the city's applicable pay grade levels for the purpose of internal equity, and supply the City with market data for compensation planning purposes. In 2006 and 2012, BDPA conducted a wage survey, analyzed market conditions, and presented survey results to the City.

Last Fall, BDPA began the classification review part of the study as approved by Council. Employees were asked to complete position description questionnaires (PDQ's) and supervisors were asked to review the content. The consultants came to Coeur d'Alene and spent a couple of days meeting with at least one employee representative from each class. BDPA then developed the draft classification descriptions which were sent for review to both the employees and supervisors. From this process, BDPA finalized 122 class descriptions.

Once job classifications were established, they were then assigned to the kinds and levels chart (attached as Example A). The kinds and levels chart is broken into 5 different job types and the chart displays internal equity of positions in the City.

For external equity, the market area was determined by using the following 11 employers: Boise, Caldwell, Idaho Falls, Lewiston, Meridian, Nampa, Pocatello, Twin Falls, Post Falls, Spokane, and Kootenai County. Information compiled was both wage data and benefit data for a total compensation analysis. Prior to the market areas being determined, I reached out to all three employee groups (Fire, LCEA, and Police) for their group's interests in market comparables and only received feedback from the Lake City Employees Association (LCEA).

BDPA matched 76 job classifications. However, each organization surveyed did not have a job match with every job and, as a result, every job match might not have had 11 respondents. BDPA only includes

data for those positions that they had at least 3 valid job matches. The positions were not matched by job title alone, but were matched based on the job's primary function and minimum qualifications.

Most of the data utilized is the actual pay rate. BDPA concentrated on the actual pay because that's what employees could expect to make if they went to work for one of the other employers performing similar work. The wage range minimum and maximums were also collected (the least or most the employer will pay for that job). Additionally, BDPA utilized the data overall, on-the-average, to identify a market trend and to analyze the City's competitive position in the market.

As a result of the study, the proposed changes include adding 9 new positions to the kinds and levels chart (shown in blue on Exhibit A). These are newly written classifications or positions currently under contract. Also, the study recommended that 9 positions have upward movement (shown in green) and 6 positions have downward movement (shown in orange). Positions recommended to move down would not receive a reduction in pay. Consistent with past practice, they would be placed in the recommended pay grade level and "frozen" until the pay structure catches up with their wage.

**Financial Analysis:** The base pay survey findings show the City of Coeur d'Alene's pay is overall, on-the-average, 12.5% above market for general employees, 5.6% above market for sworn police positions and 4% above market for fire rank positions. The City's wage minimum (least we will pay) is 5.5% above market and the wage maximum (most we will pay) is 4.9% above market. BDPA considers the wage schedule market competitive if it is within 5% of market rates.

There are a couple of factors which partially explain why the City shows 12.5% above market. The average longevity for City of Coeur d'Alene employees is 10½ years. Additionally, City employees move from minimum to maximum in 9 years (9½ for fire) at 5% increases which, compared to other employers, is a quick progression.

In regards to the total cost of implementing the positions with recommended upward movement, the overall cost is approximately \$59,155 and would affect 9 positions, a total of 12 employees, for an average of \$4,930 annually per employee. The current financial plan for fiscal year 2017-2018 captures 1/3 of the overall implementation cost.

**Performance Analysis:** The City's pay structure (minimum and maximum) is shown to be competitive in the market. Overall, the City also offers a generous benefit package with vacation and sick leave accruals being greater than the surveyed average and very comprehensive health care benefits. City employees paid less in medical and dental premiums, are covered by a long term disability benefit (most other employers don't offer or it is at the employees expense), and receive a monthly HRA/VEBA contribution, as well as a contribution to help off-set the employees' medical deductibles.

The goal from an employer's standpoint is to have both internal and external equity in order to have the ability to attract and retain employees. The study completed by BDPA shows we are competitive, which is also reflected in our average turnover rate of approximately 4%.

**Recommendation:** Staff would like direction on how council would like to proceed with the BDPA classification and compensation study findings and recommendations.

Added Positions  
 Upward Positions  
 Downward Positions

City of Coeur d'Alene  
 Kinds Levels Chart, July 2017

Pay Grade	Administrative Legal, Mun. Services	PW Water, Wastewater, Engineering & Streets	Public Safety	Parks/Recreation & Library	Community Development
21	City Administrator				
20	Legal Services Dir/City Attorney Deputy City Administrator				
19	Finance Director/City Treasurer		Police Chief Fire Chief		
18	Human Resources Director Municipal Services Director/City Clerk Chief Civil Deputy City Attorney Chief Criminal Deputy City Attorney	<b>Dir. Engineering &amp; Streets</b> Wastewater Superintendent Water Superintendent	<b>Police Captain</b> <b>Deputy Fire Chief</b> <b>Assistant Fire Chief</b>	Parks & Recreation Director Library Director	Community Planning Director
17	<b>Dep Fin. Director/Comptroller</b> Deputy City Attorney	City Engineer/Lead Proj. Mngr.	Police Lieutenant	<b>Building Official</b>	
16	<b>IT Network Services Admin.</b> <b>IT Database Applic.Developer</b>				
15	Assistant City Attorney	Lab & Pretreatment Supervisor Asst. Water Superintendent Asst. Wastewater Superintendent Asst. Eng. & Street Superintendent Engineering Project Manager Capital Program Manager Utilities Project Manager	Police Sergeant Info Tech. (IT) Analysts Coord.	Parks Superintendent Recreation Superintendent	
14		Chief WW Operator Collection Supervisor Asst. Project Manager		<b>P&amp;R Facilities Superintendent</b>	Sr. Building Insp/Plans Exam. Senior Planner
13	Deputy City Clerk	Shop Supervisor	Police Officer	<b>Associate Planner</b>	

Added Positions  
 Upward Positions  
 Downward Positions

City of Coeur d'Alene  
 Kinds Levels Chart, July 2017

Pay Grade	Administrative Legal, Mun. Services	PW Water, Wastewater, Engineering & Streets	Public Safety	Parks/Recreation & Library	Community Development
12	GIS Coordinator Senior Legal Asst. <b>Payroll Coordinator</b> <b>Mayor's Exec. Assistant</b>	Utility Supervisor Field Supervisor-Street PW Field Inspector- Eng. WW Operator III <b>Lead Traffic Tech./Electrician</b> WW Field Inspector <b>Cross Conn.Control Op/Field Insp.</b>	Records Supervisor <b>Crime Analysis/Inter. Spec.</b>	Librarian	Assistant Planner Building Inspect/Plans Exam Plumbing/Mech. Bldg. Insp
11	Management Assistant HR Specialist IT Programmer	Compost Lead Operator Lab Analyst Mechanic WW Maintenance Mechanic Collection Operator III Lead Field Worker Engineering Tech. <b>Lead Utility Operator</b>	<b>Property Evid. Specialist</b> Code Enforcement Officer <b>Civilian Report Taker</b> Applications Analyst	<b>Urban Forester</b> <b>Recreation Program Coord.</b>	Comm. Dev. Specialist
10	Admin. Assistant IT Technician Legal Asst. <b>Accounting Specialist</b>	Heavy Equip. Oper Drafter Wastewater Operator II Collection Operator II Senior Utility Operator Compost Facility Oper.	Fleet Mngt. & Supply Spec. <b>Animal Control Officer</b> Crime Victim Advocate	Library Communications Coord. Irrigation Tech/Lead Maint. Worker P&R Trails Coordinator Park Lead Maintenance Worker	
9	Lead Utility Billing Specialist	Utility Operator	Records Specialist	Parks Maintenance Worker P&R Facilities Maintenance Worker Library IT Coordinator	Planning Technician
8	Utility Billing Specialist Customer Service Support Spec.	Wastewater Operator I Collection Operator I Street Maintenance Worker <b>Utility Maintenance Worker</b>		Young Adult Services Coord. <b>Recreation Monitor</b>	Permit Tech. - Bldg.

Added Positions  
 Upward Positions  
 Downward Positions

City of Coeur d'Alene  
 Kinds Levels Chart, July 2017

Pay Grade	Administrative Legal, Mun. Services	PW Water, Wastewater, Engineering & Streets	Public Safety	Parks/Recreation & Library	Community Development
7	No positions assigned				
6				Library Technician Library Cataloging Technician	
5	Department Specialist			Reference Clerk	
4				Library Clerk Custodian-Bldg.Maint.	
3	No positions assigned				
2	No positions assigned				
1	No positions assigned				



## **City of Coeur d'Alene**

### **Final Report**

# **Internal Equity and External Competitiveness Study**

June, 2017

Prepared by:

**BDPA, Inc.**  
P.O. Box 140661  
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208-853-1655

# Introduction

BDPA, Inc. is pleased to present the following Executive Summary of the study of Internal Equity and External Competitiveness, the two factors that directly impact the City's ability to attract and retain qualified employees.

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## Background

- The first step in the classification and compensation project was to prepare current and accurate class specifications (job descriptions) for each City position. Employees were asked to complete a Position Questionnaire identifying their job's duties and responsibilities; supervisors were asked to review and comment on the questionnaire, identify the job's minimum qualifications that would be required of a new hire, and the Department Head was asked to verify all information submitted.
- BDPA then met with nearly all employees individually or in a small group to clarify information contained on the position questionnaire. BDPA used all information to prepare draft class specifications that were submitted to the City with a request to have each employee and supervisor review the description for accuracy. BDPA finalized all class specifications compliant with federal regulations and identified the job class under the Fair Labor Standards Act for overtime purposes.
- BDPA then reviewed and analyzed each *position* as though it was vacant, focusing on the position's essential duties and responsibilities and acceptable qualifications. This part of the process is called *job valuation*, which includes a review of the job based on the components of the Equal Pay Act to analyze skill, effort, responsibility and working conditions associated with the job. BDPA expanded the four components of the Equal Pay Act into seven factors: Customer Service and Communication, Job Knowledge, Responsibility and Impact, Supervision, Problem-Solving and Innovation, Decision-Making and Working Conditions. Job Valuation is based strictly on the mission of the department translated down to the duties and responsibilities of the job as if all jobs are vacant; at this point in the process consideration was not given to the individual employee(s) in that job, his/her performance, years of service or personal qualifications; pay rates are not considered either at this stage.
- From these initial steps, *internal equity* was established compliant with the Equal Pay Act and results were displayed on a *Kinds and Levels Chart*.
- The next project component focused on the compensation plan for the purpose of analyzing the competitiveness of the City's salary schedule. A competitive salary schedule directly relates to the City's ability to attract and retain qualified employees. Utilizing 2017 data from the Northwest Data Exchange, BDPA compiled wage and benefit data for a total compensation analysis comparing range minimum, maximum and current actual pay with the following organizations: Cities of Boise, Caldwell, Idaho Falls, Lewiston, Meridian, Nampa, Pocatello Post Falls, Twin Falls, Spokane, WA. and Kootenai County.
- BDPA also compiled benefit data to provide a total compensation analysis and an estimated value of the City's benefit package.

# Summary of Findings

## Internal Equity – Classification of Jobs

As part of a comprehensive classification and compensation project for the City of Coeur d'Alene, BDPA conducted a review of *Internal Equity* based on updated job descriptions. The goal for the review of internal equity was to complete a thorough review of the hierarchy of jobs across occupational categories and levels of responsibility in the City. This enables the City to provide justification on how employees are paid and validation for the Equal Pay Act. Using common evaluation factors, jobs are eventually assigned to pay grades. Job valuation essentially has little relationship with compensation, except that the process of valuing a job results in that job being assigned to a pay grade.

Every job was reviewed and evaluated as though it is vacant: the incumbent's personal skills, education, or experience is not considered; the focus is on the job's primary functions and minimum qualifications.

The Equal Pay Act requires that jobs of equal value should be paid equitably and that at least four factors be used in determining a job's value: scope of responsibility, level of effort, skill and working conditions. BDPA expanded these four factors into a list of seven that was approved by the City several years ago. The factors are applied to each job to differentiate levels of job worth. The seven factors include the following:

### Job Valuation Factors

- **Communication and Customer Service** - *Consideration of job responsibility for working with and through others to get results; considers frequency, method and purpose of contacts, both internal and external.*
- **Job Knowledge** - *Consideration of any special knowledge, skills or abilities that may be required for the job incumbent to perform and comprehend the work performed. Knowledge may have been gained through education, life experience, work experience, on-the-job training or other methods.*
- **Responsibility and Impact** - *Consideration of the primary ownership of job responsibility including the extent to which performance of the job duties impacts others and the City.*
- **Supervision**- *Consideration of supervisory or managerial responsibility to hold self and others accountable for actions and results, develop and articulate strategy, provide constructive feedback, recognize and reward contributions and accomplishments. Includes consideration of supervision given and received.*
- **Problem-Solving and Innovation** - *Consideration of the scope, nature of duties and complexity of work performed. This factor measures judgment; initiative, self-reliance and independent action required in making decisions and the extent to which duties performed are standardized by practice, precedent, procedure or instruction.*

- **Decision-Making** - *Consideration of the type and degree of analysis required to process information and data for effective decisions.*
- **Working Conditions** - *Consideration of work environment and physical demands of job; includes noise, dirt, hazards or dangerous exposure, weather conditions or physical strength, flexibility or endurance.*

BDPA typically utilizes the Whole Job Method of position evaluation to initially determine internal equity, because it considers the internal hierarchy within departments, conforms to regulatory compliance, and still maintains some flexibility while complying with regulations. As with any job valuation method, consistency in interpretation and application of the evaluation factors is extremely important.

When jobs are evaluated using the defined factors, as a second quality control job valuation method, consideration is given to the line of progression or hierarchy of positions within an occupational or job series. On face value, each job could be evaluated based on a similar interpretation of any given job factor. However, in consideration of rank and hierarchy, the jobs must be evaluated at diverse levels and viewed globally for the City.

A third quality control measure includes a review of competitive salaries within a defined market area; this method is only used to identify positions that may appear to be out of alignment from a market standpoint; these jobs are re-reviewed for justification of placement for internal equity purposes.

The following table presents BDPA's findings and recommendations based on a comprehensive review of internal equity for the City of Coeur d'Alene. The table shows the City's current 21 pay levels, a list of positions assigned to each level, and recommendations on each level, as appropriate. **A kinds and levels chart displaying internal equity of all City positions is included in this report as Attachment A.**

<b>Pay Level</b>	<b>Jobs Assigned to Each Pay Level in Current Alignment</b>	<b>Recommendations for Changes in Each Pay Level, as Appropriate</b>
<b>21</b>	City Administrator	No change recommended
<b>20</b>	Legal Services Dir./City Attorney Deputy City Administrator	No change recommended
<b>19</b>	Finance Director/City Treasurer Police Chief Fire Chief	No change recommended
<b>18</b>	Human Resources Director Municipal Services Dir./City Clerk Chief Civil Dep. City Attorney Chief Criminal Dep. City Attorney Wastewater Superintendent Water Superintendent Parks & Recreation Director Library Director Community Planning Director Police Captain Deputy Fire Chief	<ul style="list-style-type: none"> <li>• Added Director of Engineering &amp; Streets, Eliminated Streets Superintendent, Recreation Director, and Building Services Director</li> <li>• Added Police Captain</li> <li>• Added Deputy Fire Chief</li> <li>• Added Assistant Fire Chief</li> </ul>
<b>17</b>	Police Lieutenant City Engineer/Lead Proj. Mngr.	<ul style="list-style-type: none"> <li>• Move Dept. Fin. Director/Comptroller up two levels to this level</li> <li>• Added Building Official to this level</li> </ul>
<b>16</b>	Deputy City Attorney	<ul style="list-style-type: none"> <li>• Move IT Network Services Admin and IT Data Base Application Developer down one level to this level</li> </ul>
<b>15</b>	Assistant City Attorney Lab & Pretreatment Supervisor Asst. Wastewater Superintendent Engineering Project Manager Capital Program Manager Utilities Project Manager Police Sergeant Police IT Analysts Coord. Parks Superintendent Recreation Superintendent	<ul style="list-style-type: none"> <li>• Change title of Asst. Street Supt. to Assistant Engineering &amp; Street Superintendent – no change in level assignment</li> </ul>

<b>14</b>	Chief Wastewater Operator Collection Supervisor Assistant Project Manager Sr. Building Inspector/Plans Exam. Senior Planner	<ul style="list-style-type: none"> <li>• Change title of Building Maintenance Supervisor to Park &amp; Rec Facilities Supt and up one level to this level</li> </ul>
<b>13</b>	Deputy City Clerk Shop Supervisor Police Officer Building Maintenance Supervisor	<ul style="list-style-type: none"> <li>• Add Associate Planner</li> </ul>
<b>12</b>	GIS Coordinator Senior Legal Asst. Field Inspector-Street Utility Supervisor WW Operator III WW Field Inspector Records Supervisor Librarian Building Inspec./Plans Exam Plumbing/Mech Building Inspector	<ul style="list-style-type: none"> <li>• Move Payroll Coordinator up one level to this level</li> <li>• Move Mayor's Exec. Assistant up one level to this level</li> <li>• Move Lead Traffic Tech/Electrician up one level to this level</li> <li>• Move Crime Analysis/Inter. Spec. down one level to this level</li> <li>• Add Cross Conn. Control Op/Field Inspector</li> <li>• Change title of Field Inspector to PW Field Inspector – Engineering</li> <li>• Change title of Planner to Assistant Planner</li> </ul>
<b>11</b>	HR Specialist IT Programmer Compost Lead Operator Lab Analyst Mechanic WW Maintenance Mechanic Collection Operator III Lead Field Worker Applications Analyst Engineering Technician Community Development Specialist	<ul style="list-style-type: none"> <li>• Change title of HR Assistant to HR Specialist</li> <li>• Change title of Police/Fire Executive Assistant to Management Assistant</li> <li>• Add Lead Utility Operator</li> <li>• Move Civilian Report Taker and Property &amp; Evidence Specialist down one level to this level</li> <li>• Change title of Urban Forester Coordinator to Urban Forester and move up one level to this level</li> <li>• Change title of Recreation Leader to Recreation Program Coordinator and move up one level to this level</li> </ul>
<b>10</b>	Administrative Assistant IT Technician Legal Assistant Heavy Equipment Operator Drafter Wastewater Operator II Collection Operator II Senior Utility Operator	<ul style="list-style-type: none"> <li>• Move Accounting Specialist up one level to this level</li> <li>• Move Animal Control Officer down one level to this level</li> <li>• Change title of Utility Worker II to Senior Utility Operator</li> </ul>

	Compost Facility Operator Fleet Mngmt. & Supply Specialist Library Communications Coord. Irrigation Tech/Lead Maint. Wrkr. P&R Trails Coordinator Park Lead Maint. Worker	
9	Lead Utility Billing Specialist Records Specialist Parks Maintenance Worker Library IT Coordinator Planning Technician	<ul style="list-style-type: none"> <li>• Change Utility Worker I title to Utility Operator</li> <li>• Change title of Building Maintenance Worker to Park &amp; Recreation Facilities Maintenance Worker</li> </ul>
8	Utility Billing Specialist Customer Service Support Spec. Wastewater Operator I Collection Operator I Street Maintenance Worker Young Adult Services Coord. Permit Tech - Building	<ul style="list-style-type: none"> <li>• Add Utility Maintenance Worker</li> <li>• Change title of Ball Field Maintenance Worker to Recreation Monitor and move up one level to this level</li> </ul>
7	Blank	
6	Library Technician Library Cataloging Technician	
5	Reference Clerk	Change title of Receptionist/Administrative Support to Department Specialist
4	Library Clerk Custodian-Building Maintenance	
3	Blank	
2	Blank	
1	Blank	

We looked closely at the administrative positions in all respective departments and determined that only three levels were appropriate:

- Management Assistant generally equates to what was titled Executive Assistant; the Mayor's Executive Assistant was written as a separate classification;
- Administrative Assistant generally equates to the current Administrative Assistant and Administrative Support Specialist II;
- Department Specialist generally equates to the current Reception/Administrative Support.

We used the Position Questionnaires as the basis for the three proposed levels, focusing on the primary functions (and recognizing the highest level of function), related skill and knowledge sets, and acceptable minimum qualifications for a new hire. In this analysis, there seemed to be a natural distinction between these three levels. The Customer Service Support Specialist was unique and we left it out of these three classifications.

## External Competitiveness – Compensation Plan

- **BDPA found that the City’s established salary ranges for general employees (Range Minimum and Maximum) are, overall on-the-average, above market by approximately 5.5% at the range minimum and 4.9% at the range maximum.** BDPA considers the salary structure competitive if it is within 5% plus or minus market.
  - Police and Fire rank position are analyzed separately; since the majority of organizations do not have a salary range associated with these jobs, the results are based on the current wages of surveyed employers to the current wages of Coeur d’Alene. For Fire rank positions, BDPA found that Coeur d’Alene is approximately 4% above market and Police rank positions are approximately 5.6% above market. This data is overall on-the-average for five fire positions and 4 police positions.
  - A **summary of all survey results** are included as **Attachment B**. The summary displays pay data with job by job comparisons; however, it is important to mention that the purpose of the salary survey analysis is to identify general wage trends of other agencies to gain a realistic picture of market rates for the **City as a whole** (not job for job). Therefore, the job by job data should not be used to administer salary increases or salary decreases; instead, it is important to maintain internal equity of jobs within the organizational structure of the City. It should also be noted that it is not as critical for all job duties to be exactly the same for a good job match. Comparable jobs in other organizations do not need to utilize the same equipment, have the same workload, or work in an identical facility. ***Critical comparability lies in jobs with similar knowledge, skills and abilities to perform the required duties.*** **Jobs within the Northwest Data Exchange have been grouped by the job’s primary function, level of responsibility and minimum qualifications** based on job descriptions (not job titles). While BDPA makes every effort to include comparable job duties and requirements, there will always be some variability in the job matches. In some cases, a comparable job may exceed the responsibilities and duties of the City’s positions, and in other cases the market job may perform duties at a slightly lower level. Overall, the market comparables provide an “on-the-average” indication of market trends without identically matching the City job.
  - The summary data also displays an overall market ratio of 12.39%; this number is derived by comparing the current wages in Coeur d’Alene with the current wages paid in the surveyed organizations. As such, there are a number of variables that can skew the data high or low. In Coeur d’Alene’s case, there are a significant number of longer term employees who are high in the salary range or at the salary range maximum thus resulting in a 12% above-market position. It is important to note that the survey data is **ONLY** used to identify a market trend for the purposes of maintaining a salary structure that is competitive in the market.
- **Total Compensation (Attachment C)** is defined as the value of the more common benefits offered by employers, without regard for plan design and other factors. The Total Compensation figures are a good representation of benefits provided by participating survey employers, including leave, insurance and retirement benefits. For purposes of this review, benefits offered to general employees are included. **There is a positive estimated value for benefits of approximately 3%.**
  - Vacation and Sick Leave granted to Coeur d’Alene employees is greater than the surveyed average. At five years a general or police employee receives 12 hours per month of vacation time; at 10, 15

and 20 years, an employee receives 20 hours per month. The surveyed average is 8.76 hours per month at five years, 11.10 at ten years, 13.39 at fifteen years and 14.77 at twenty years. Sick Leave is granted at 10 hours per month; the survey average is 8.5 hours per month. Fire employees also receive a generous leave package with 18 hours at five years, 22 hours at ten years, 24 hours at 15 and 20 years. The surveyed average is 17.57 at five years, 20.62 at ten years, 23.17 at fifteen years and 24.60 at 20 years. Sick Leave for fire is 24 hours per month, while the survey average is 12.33 hours per month.

- Retirement benefits are comparable to Idaho cities and counties as members of the Public Employees Retirement System. Washington State has a lesser contribution at 8.25% for general employees and 5.30% for police and fire.
- With regard to health premiums, Coeur d'Alene employees have access to a very generous health care benefit. Employees pay approximately 8% of the family level premium while the survey average is 13%; dental premiums for Coeur d'Alene employees and their families is paid 100% by the City; the average cost share from the survey is 6% for single and 31% for family coverage. Coeur d'Alene employees receive long-term disability coverage that is 100% paid by the city; most surveyed employers do not offer disability coverage or it is optional for the employee to purchase. Additionally, Coeur offers a monthly contribution to a VEBA account at \$128/mo. for general employees, \$120 for police, and \$75 for fire, along with an annual deductible buy-down of \$1,000 for single employees and \$2,000 for families.



Salary Survey Report 04/19/2017  
 Custom Report  
 Client: Coeur d'Alene  
 Organizations: Boise, Caldwell, Idaho Falls, Kootenai County, Lewiston,  
 Meridian, Nampa, Pocatello, Post Falls, Spokane, Twin Falls

Position	Coeur d'Alene	Survey	Market	Coeur d'Alene		Survey Average		Market Ratio	
	Actual	Average	Ratio	Min.	Max	Min.	Max	Min.	Max
Administrative Assistant	\$23.56	\$18.67	20.76%	\$18.55	\$26.09	\$16.18	\$23.05	12.80%	11.66%
Administrative Specialists	\$23.23	\$17.37	25.23%	\$16.51	\$23.23	\$13.51	\$21.29	18.17%	8.35%
Administrative Support I/Recept.	\$16.20	\$15.27	5.74%	\$13.84	\$19.47	\$13.24	\$19.17	4.31%	1.56%
Executive Secretary - Mgmt Assist	\$26.03	\$23.42	10.03%	\$19.66	\$27.66	\$17.38	\$25.13	11.62%	9.14%
Animal Safety Officer	\$25.08	\$17.66	29.59%	\$19.66	\$27.66	\$15.17	\$21.02	22.83%	24.01%
Building Maintenance Supervisor	\$32.27	\$27.87	13.63%	\$22.93	\$32.27	\$22.86	\$33.17	0.31%	-2.79%
Custodian	\$18.36	\$14.14	22.98%	\$13.06	\$18.38	\$11.90	\$17.39	8.88%	5.39%
Building Maintenance Worker	\$19.28	\$20.56	-6.64%	\$17.49	\$24.62	\$17.20	\$24.42	1.66%	0.81%
City Administrator	\$67.53	\$63.68	5.70%	\$51.97	\$73.11				
Deputy City Clerk	\$32.27	\$22.16	31.33%	\$22.93	\$32.27	\$19.12	\$26.11	16.62%	19.09%
Code Enforcement Officer	\$20.63	\$20.17	2.23%	\$19.66	\$27.66	\$17.42	\$24.80	11.39%	10.34%
Heavy Equipment Operator	\$22.10	\$21.31	3.57%	\$18.55	\$26.09	\$16.99	\$24.97	8.41%	4.29%
Accounting Specialist	\$20.24	\$19.45	3.90%	\$17.49	\$24.62	\$15.93	\$22.57	8.92%	8.33%
Deputy Finance Director	\$38.39	\$39.19	-2.08%	\$27.27	\$38.39	\$31.90	\$46.14	-16.98%	-20.19%
Finance Director	\$58.29	\$52.24	10.38%	\$41.43	\$58.29	\$42.27	\$58.26	-2.02%	0.05%
Payroll Coordinator	\$23.90	\$22.30	6.71%	\$19.66	\$27.66	\$19.38	\$26.96	1.44%	2.54%
Utility Billing Specialists	\$24.62	\$18.26	25.84%	\$17.49	\$24.62	\$15.09	\$20.89	13.72%	15.14%
Fire Chief	\$58.29	\$54.82	5.96%	\$41.43	\$58.29	\$46.60	\$63.12	-12.47%	-8.29%
Deputy Fire Chief	\$50.88	\$50.25	1.25%	\$36.16	\$50.88	\$39.76	\$53.88	-9.96%	-5.89%
GIS Coordinator	\$29.86	\$26.17	12.37%	\$21.23	\$29.86	\$21.99	\$31.18	-3.57%	-4.43%
HR Department Director	\$46.60	\$44.37	4.80%	\$37.00	\$52.05	\$37.58	\$51.02	-1.58%	1.98%
Human Resources Assistant	\$21.66	\$18.40	15.06%	\$21.23	\$29.86	\$17.16	\$24.34	19.17%	18.50%
Info Technicians	\$25.20	\$22.24	11.75%	\$18.55	\$26.09	\$19.32	\$27.88	-4.15%	-6.86%
Network Administrator	\$46.47	\$32.08	30.97%	\$33.03	\$46.47	\$26.99	\$37.77	18.29%	18.72%
IT Database App Developer	\$46.47	\$31.10	33.08%	\$33.03	\$46.47	\$25.31	\$36.72	23.37%	20.98%
Chief Attorney	\$48.53	\$45.59	6.06%	\$37.00	\$52.05	\$38.56	\$49.46	-4.22%	4.98%
Legal Assistant	\$26.09	\$20.24	22.43%	\$18.55	\$26.09	\$17.43	\$25.20	6.02%	3.41%
Legal Assistant - Senior	\$29.86	\$24.24	18.83%	\$21.23	\$29.86	\$20.04	\$28.15	5.59%	5.73%
Legal Services Director - City Attorney	\$65.30	\$51.93	20.47%	\$51.97	\$73.11	\$42.69	\$56.71	17.86%	22.43%
Deputy City Attorney	\$42.25	\$33.59	20.50%	\$30.02	\$42.25	\$28.07	\$42.47	6.50%	-0.53%
Librarians	\$27.71	\$21.34	22.99%	\$21.23	\$29.86	\$19.14	\$27.16	9.87%	9.03%
Library Director	\$52.05	\$40.83	21.56%	\$37.00	\$52.05	\$31.47	\$42.18	14.95%	18.96%
Library Techs	\$20.66	\$17.15	17.00%	\$13.84	\$19.47	\$14.02	\$19.63	-1.30%	-0.81%
Reference Clerk	\$16.81	\$17.15	-2.01%	\$13.84	\$19.47	\$14.02	\$19.63	-1.30%	-0.81%
Parks/Ballfield Maintenance Worker	\$18.73	\$16.45	12.17%	\$17.49	\$24.62	\$14.46	\$21.21	17.32%	13.85%
Sprinkler/Irrigation Specialist	\$26.09	\$22.29	14.58%	\$18.55	\$26.09	\$18.64	\$26.83	-0.47%	-2.85%
Position	Coeur d'Alene	Survey	Market	Coeur d'Alene		Survey Average		Market Ratio	
	Actual	Average	Ratio	Min.	Max	Min.	Max	Min.	Max

Parks and Rec Director	\$42.23	\$47.77	-13.12%	\$37.00	\$52.05	\$37.38	\$51.82	-1.03%	0.44%
Parks Superintendent	\$28.70	\$31.72	-10.51%	\$27.27	\$38.39	\$27.19	\$37.78	0.28%	1.58%
Recreation Program Coordinator	\$25.76	\$23.03	10.60%	\$18.55	\$26.09	\$19.46	\$28.28	-4.91%	-8.39%
Recreation Superintendent	\$38.39	\$26.56	30.82%	\$27.27	\$38.39	\$22.00	\$31.71	19.33%	17.40%
Building Inspector	\$26.93	\$24.82	7.85%	\$21.23	\$29.86	\$20.62	\$29.84	2.86%	0.07%
Permit Technicians	\$23.23	\$18.02	22.41%	\$16.51	\$23.23	\$14.90	\$21.78	9.78%	6.24%
Planner	\$27.19	\$26.55	2.37%	\$21.23	\$29.86	\$22.03	\$31.70	-3.78%	-6.16%
Planning Director	\$43.16	\$46.05	-6.70%	\$37.00	\$52.05	\$37.03	\$50.27	-0.08%	3.41%
Buidling Services Director	\$52.05	\$46.05	11.52%	\$37.00	\$52.05	\$37.03	\$50.27	-0.08%	3.41%
Crime Analyst/Intervention Specialist	\$31.76	\$24.49	22.90%	\$22.93	\$32.27	\$19.23	\$27.24	16.15%	15.59%
Property Evidence Specialist	\$29.86	\$19.58	34.42%	\$21.23	\$29.86	\$16.59	\$23.65	21.88%	20.79%
Police Records Supervisor	\$29.86	\$27.40	8.24%	\$21.23	\$29.86	\$22.87	\$30.88	-7.70%	-3.43%
Police Records Specialist	\$21.15	\$16.70	21.04%	\$17.49	\$24.62	\$14.05	\$20.35	19.67%	17.34%
Police Chief	\$58.29	\$56.03	3.88%	\$41.43	\$58.29	\$45.86	\$62.90	-10.69%	-7.91%
Director of Engineering and Streets	\$52.05	\$49.82	4.28%	\$37.00	\$52.05	\$37.39	\$51.70	-1.04%	0.67%
Engineering Project Manager	\$38.39	\$32.08	16.44%	\$27.27	\$38.39	\$26.38	\$37.42	3.26%	2.53%
Drafter/Eng. Tech	\$26.09	\$22.04	15.52%	\$18.55	\$26.09	\$19.28	\$29.21	-3.94%	-11.96%
Public Works Inspector	\$29.86	\$23.70	20.62%	\$21.23	\$29.86	\$19.21	\$29.03	9.50%	2.80%
Field Supervisor	\$29.86	\$28.76	3.68%	\$21.23	\$29.86	\$23.17	\$33.17	-9.14%	-11.09%
Collection Operators	\$25.18	\$20.63	18.07%	\$18.55	\$27.66	\$16.77	\$25.63	9.60%	7.34%
Laboratory Analyst	\$26.37	\$20.96	20.52%	\$19.66	\$27.66	\$17.38	\$26.92	11.62%	2.69%
Chief Operator	\$35.20	\$26.16	25.68%	\$25.01	\$35.20	\$20.91	\$30.33	16.39%	13.84%
Operators - Water & Wastewater	\$21.33	\$21.52	-0.89%	\$18.55	\$29.86	\$17.30	\$27.04	6.74%	9.44%
WW Maintenance Mechanic	\$21.60	\$21.90	-1.39%	\$19.66	\$27.66	\$17.95	\$26.22	8.70%	5.21%
Water/WW Superintendent	\$42.33	\$40.50	4.32%	\$37.00	\$52.05	\$32.42	\$45.53	12.38%	12.53%
Lab/Pretreatment Supervisor	\$38.39	\$30.40	20.81%	\$27.27	\$38.39	\$26.82	\$36.08	1.65%	6.02%
Collections Supervisor	\$35.20	\$26.83	23.78%	\$25.01	\$35.20	\$22.59	\$31.45	9.68%	10.65%
Assistant Water Superintendent	\$32.09	\$30.85	3.86%	\$27.27	\$38.39	\$24.85	\$35.11	8.87%	8.54%
Lead Traffic Tech/Electrician	\$23.89	\$25.58	-7.09%	\$19.66	\$27.66	\$21.83	\$29.17	-11.05%	-5.45%
Mechanics	\$25.51	\$21.72	14.86%	\$19.66	\$27.66	\$17.62	\$25.91	10.38%	6.33%
Shop Supervisor	\$32.27	\$28.46	11.81%	\$22.93	\$32.27	\$23.44	\$33.84	-2.22%	-4.87%

Avg. Wage - All Positions:	\$32.92	\$28.81
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<b>Overall On-The-Average Market Ratio</b>	<b>12.53%</b>	<b>5.53%</b>	<b>4.87%</b>
	<b>Base Wages</b>	<b>Range</b>	<b>Min.*</b>
			<b>Max.*</b>

**NOTE: This survey data is used only to identify a MARKET TREND that allows BDPA to design a salary structure that is linked to market rates. Any specific job data that shows a negative market ratio does not directly translate to salary increases for employees holding that job; nor will a postive market ratio translate to a pay cut for those jobs.**

\* BDPA considers the salary schedule market competitive if it is within 5% of market rates

<u>FIRE RANK POSITIONS</u>	Coeur d'Alene Actual	Survey Average	Market Ratio	Coeur d'Alene Min.	Coeur d'Alene Max
Fire Battalion Chief	\$31.78	\$31.56	0.71%	\$21.51	\$30.27
Fire Captain	\$28.15	\$28.02	0.45%	\$19.59	\$27.56
Fire Inspector	\$39.19	\$35.72	8.85%	\$27.22	\$38.30
Fire Driver/Operator/Engineer	\$25.84	\$23.37	9.54%	\$17.85	\$25.11
Firefighter	\$20.53	\$20.42	0.54%	\$16.27	\$22.90
<b>Overall On-The-Average Market Ratio</b>			<b>4.02%</b>		
			<b>Base Wages</b>		

<u>POLICE SWORN POSITIONS</u>	Coeur d'Alene Actual	Survey Average	Market Ratio	Coeur d'Alene Min.	Coeur d'Alene Max
Police Captain	\$53.09	\$49.46	6.84%		
Police Lieutenant	\$46.41	\$43.81	5.60%	\$33.03	\$46.47
Police Sergeant	\$38.75	\$36.74	5.19%	\$27.27	\$38.39
Police Officer	\$29.28	\$27.84	4.92%	\$22.93	\$32.27
<b>Overall On-The-Average Market Ratio</b>			<b>5.64%</b>		
			<b>Base Wages</b>		

**NOTE: This survey data is used only to identify a MARKET TREND that allows BDPA to design a salary structure that is linked to market rates. Any specific job data that shows a negative market ratio does not directly translate to salary increases for employees holding that job; nor will a positive market ratio translate to a pay cut for those jobs.**



Total Compensation Worksheet  
City of Coeur d'Alene  
2017

Total Compensation is defined as the value of the more common benefits offered by employers, without regard for plan design and other factors. The Total Compensation figures are a good representation of benefits provided by participating survey employers, including leave, insurance and retirement benefits. However, legally required benefits such as social security, worker's compensation and unemployment compensation have been excluded. Total Compensation is based on the benefits accumulated by a general employee at 5 years of employment. Police and Fire benefits are typically greater in terms of the retirement contribution paid by the employer on their behalf.

Overall, Coeur d'Alene offers a generous benefit package. There is a positive estimated value for benefits of approximately 3%  
Vacation Leave - Coeur d'Alene offers a generous leave package that has greater value than other surveyed employers.  
Health Premiums - Coeur d'Alene employees pay approximately 8% of the family level premium amount; other employees in the survey pay approx. 13%  
Dental Premiums - Coeur d'Alene employees enjoy dental coverage for themselves and their families that is 100% City Paid; The average cost share is 6% for single and 31% for family coverage  
Disability Insurance - Most all surveyed employers either do not offer disability coverage or it is optional, paid 100% by the employee; Coeur d'Alene employees have long-term disability coverage that is 100% paid by the City.  
Coeur d'Alene also offers a monthly contribution to a VEBA account at \$128/month for general employees, \$120 for police, and \$75 for fire.  
In addition, Coeur d'Alene offers a deductible buy-down of \$1,000 for single employee and \$2,000 for family.

The total compensation market ratio, overall, on-the-average, shows that Coeur d'Alene is approximately 15.5% above market, compared to 12% above market for base wages only, giving the benefit package an approximate 3% value over base.

**Total Compensation Market Ratio Summary - General Employees**

12.50%	Average Base Wages
16.51%	Total Comp - Single
17.42%	Total Comp - Fam.
<b>15.48%</b>	<b>Market Ratio of Wages &amp; Benefits</b>

**Total Compensation Average - All Jobs - Single Level Coverage**

	<u>Total Compensation</u>	<u>Monthly Average Pay</u>	<u>Personal Leave</u>	<u>Sick Leave**</u>	<u>Health Single</u>	<u>Dental Single</u>	<u>Vision Single</u>	<u>Disability Insurance</u>	<u>Retirement ER Contribution****</u>	<u>VEBA Contribution</u>	<u>Benefits % of Base</u>
Survey	\$6,479	\$4,994	\$356.98	\$0.00	\$539.90	\$39.41	\$1.83	***	\$547.34		22.9%
Coeur d'Alene	\$7,761	\$5,706	\$395.04	\$0.00	\$815.18	\$50.48	Included	\$20.00	\$645.92	\$128.00	26.5%
					*						
<b>Market Ratio</b>	<b>16.51%</b>	<b>12.48%</b>	<b>9.63%</b>		<b>33.77%</b>				<b>15.26%</b>		

**Total Compensation Average - All Jobs - Family Level Coverage**

	<u>Total Compensation</u>	<u>Monthly Average Pay</u>	<u>Personal Leave</u>	<u>Sick Leave**</u>	<u>Health Family</u>	<u>Dental Family</u>	<u>Vision Family</u>	<u>Disability Insurance</u>	<u>Retirement ER Contribution****</u>		<u>Benefits % of Base</u>
Survey	\$7,231	\$4,994	\$356.98	\$0.00	\$1,247.15	\$80.69	\$4.88	***	\$547.34		30.9%
Coeur d'Alene	\$8,756	\$5,706	\$395.04	\$0.00	\$1,708.74	\$152.45	Included	\$20.00	\$645.92	\$128.00	34.8%
					*						
<b>Market Ratio</b>	<b>17.42%</b>	<b>12.48%</b>	<b>9.63%</b>		<b>27.01%</b>				<b>15.26%</b>		

\* In addition, Coeur d'Alene provides a \$1,000 employee and \$2,000 deductible buy-down.

\*\*Sick Leave = The majority of surveyed employers do not provide a cash incentive for sick leave.

\*\*Disability Insurance = The majority of surveyed employers do not provide disability or provide a voluntary plan; Coeur d'Alene provides long term coverage 100% employer paid

\*\*\*\*Retirement Contribution is based on the percentage paid for general employees. The percentage is greater for Police and Fire employees (see detailed results for specific amounts)

**Q: Why should the City do a classification and compensation study?**

**A:** The City wants to have a classification and compensation plan that is *internally equitable* (positions are aligned appropriately within the organization) and *externally competitive* (wages are reasonably comparable to other similar agencies). This approach helps keep great and productive employees and attract qualified applicants.

The City has contracted with Andrea Fogleman and Bonnie Brazier of BDPA, Inc., a human resources management consulting company, to assist us in conducting this important study.

**Q: Is this study intended to reduce staff or reduce pay?**

**A: No!** The purpose of the study is to ensure that job descriptions are current and updated, that jobs are appropriately aligned internally, and that the pay system is reasonably competitive with other agencies. *No employee will be paid less if his/her position is shown to be paid above market rates, and no jobs will be eliminated as a result of this study.*

**Q: What is a classification study?**

**A:** A classification study is a systematic process used to determine and document the primary functions and responsibilities of jobs including minimum qualifications and training, and the conditions under which the work is performed.

The City’s job descriptions/class specifications will be updated to reflect current duties and ensure compliance with federal regulations. They will also enhance the City’s recruitment efforts by ensuring that appropriate qualifications are advertised for job openings.

**Q: Who is doing the study?**

The City has contracted with BDPA, Inc., a human resources management consulting group. We have worked with Idaho cities, counties and non-profit agencies for 22 years to conduct similar projects.

**Q: What’s involved in a classification study?**

**A:** There are two primary components: job analysis and job valuation. *Job Analysis* is a process used to gather information about a job: the primary function and duties of the position; the knowledge, skills and abilities required to perform each major task; the type, frequency and impact of duties and actions on other functions; and the organizational reporting level of the job. It also identifies acceptable qualifications to perform the required tasks and responsibilities.

*Job Valuation* is an unbiased review of primary job duties and responsibilities, essential functions and abilities, and minimum qualifications based on factors required by the Equal Pay Act. Job valuation aligns City jobs within the internal hierarchy, and ultimately assigns jobs to pay grades.

**Q: What is the process for job analysis?**

**A:** At least one employee in each job classification will complete a Position Description Questionnaire. Supervisors, and Department Heads will also review each questionnaire and comment as needed. In November, BDPA will come to Coeur d’Alene to interview Department Heads and at least one employee in each job group. These interviews will last about 15 minutes and focus on the requirements of the jobs, reviewing them as though they are vacant.

Then BDPA will prepare *draft* class specifications for employees, supervisors and managers to review and make corrections. Final specifications will be prepared thereafter.

*\* Class specifications differ from job descriptions in that job descriptions typically describe a single employee’s job whereas class specifications deal with a group of jobs that have very similar primary functions and minimum qualifications.*

**Q: What are the steps in job valuation?**

**A:** When the class specifications or job descriptions are finalized, BDPA will analyze that job to determine its alignment within the organization. We do this through the use of the job valuation factors.

Typical factors used in job valuation include: *Job Knowledge, Communication and Customer Service, Responsibility and Impact, Problem Solving, Complexity, Supervision and Working Conditions.*

**BDPA will analyze each job description as though the position is vacant. The job valuation process does not consider an individual employee’s work performance, individual qualifications or experience, length of service, or other personal issues. Job valuation analyzes the job only.**

Finally, we will develop a “Kinds and Levels” chart showing internal alignment of positions based on key responsibilities and minimum qualifications.

**Q: Who will make the final recommendations about where jobs are placed for internal equity on the Kinds and Levels Chart?**

**A:** We will present the draft Kinds and Levels Chart to the city managers and ask for their comments. However, BDPA will make the final recommendations. BDPA was hired to be impartial and objective, and we take that responsibility very seriously.

**Q: Will the City look at pay during this project?**

**A:** The Classification study will be completed first, and wind up by the end of December. The compensation study will begin in January with a completion date of April 30, 2017. More information about that component will be coming in 2017.

**Q: Where should I go if I have questions about this project?**

**A:** Please contact Melissa Tosi, Human Resources Director, 769-2203 with any questions.



BDPA, Inc. is a woman-owned partnership of human resource professionals committed to providing effective human resource products and strategies to public and non-profit organizations and small businesses. The owners and founders, **Andrea Fogleman and Bonnie Brazier**, are experienced practitioners and management consultants who offer a combined total of over 50 years of human resource administration, planning, and business operations management.

Contact Information:

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Andrea Fogleman 208-853-1655  
[eafog@msn.com](mailto:eafog@msn.com)



# CLASSIFICATION STUDY

## Conducted by BDPA, Inc.

September – December 2016  
\*\*\*\*\*

# PROJECT QUESTIONS AND ANSWERS

# City of Coeur d'Alene Review of Internal Equity and Market Competitiveness

Consultants: Andrea Fogleman & Bonnie Brazier



## Goal of Project

Develop a system that is both  
**internally equitable and externally competitive**  
for the purpose of  
**Attracting and Retaining**  
qualified employees.

# Two Part Project

## Step 1: Update Job Classifications:

- Conduct a job valuation process to establish internal equity of City jobs

## Step 2: Compile Wage and Benefits Data:

- Analyze total compensation within the market area



# Update Job Classifications

- Employees asked to complete PDQ's
- Supervisors asked to review
- Brief meetings conducted with at least one employee representative from each class
- BDPA developed draft classification descriptions; reviewed by departments (both employees and supervisors)
- Finalized 122 class descriptions



# Job Valuation

- Based on the requirements of the job, NOT on the employee's qualifications or performance
- All jobs reviewed as if they are vacant
- Establishes "kinds and levels" chart showing internal alignment of positions
- Factors and wage data applied for quality control check (after wage data compiled)



# Job Valuation

- A method to evaluate dis-similar jobs based on common criteria identified in the Equal Pay Act
  - Effort, Skill, Responsibility & Working Conditions
- 3-part process:
  - Whole Job Method
  - Defined Factors:
    - Customer Service, Job Knowledge, Responsibility & Impact, Supervision, Problem-Solving, Decision Making & Working Conditions)
  - Wage Survey Quality Assurance Review



# SAMPLE Kinds & Levels

Administrative Legal, Mun. Services	PW Water, Wastewater, Engineering & Streets	Public Safety	Parks/Recreation & Library	Community Development
Management Assistant	Lab Analyst	Code Enforcement Officer	Urban Forester	Comm. Dev. Specialist
IT Programmer	Engineering Tech.		Recreation Program Coord.	
Admin. Assistant	Heavy Equip. Oper	Fleet Mngt. & Supply Spec.	P&R Trails Coordinator	
IT Technician	Wastewater Operator II		Park Lead Maintenance Worker	
Lead Utility Billing Specialist	Utility Operator	Records Specialist	Maintenance Worker	Planning Technician



# Questions on Internal Equity or Job Valuation?



## Positions **Added** to Current Kinds & Levels Chart

- + Police Captain
- + Assistant Fire Chief
- + Deputy Fire Chief
- + Director of Streets & Engineering
- + Associate Planner
- + Building Official
- + Cross Connection Control Operator/Field Inspector
- + Lead Utility Operator
- + Utility Maintenance Worker



## Positions Recommended for Movement **Upward**

- + Deputy Finance Director/Comptroller
- + Park & Recreation Facilities Superintendent
- + Payroll Coordinator
- + Mayor's Executive Assistant (Municipal Services only)
- + Lead Traffic Technician/Electrician
- + Urban Forester
- + Recreation Program Coordinator
- + Accounting Specialist
- + Recreation Monitor



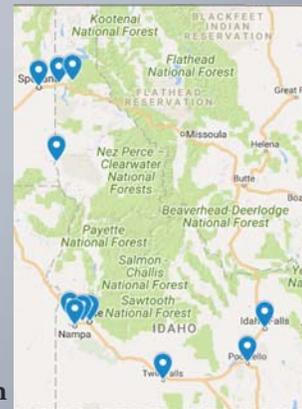
## Positions Recommended for Movement **Downward**

- IT Network Services Administrator
- IT Database Applications Developer
- Crime Analysis/Intervention Specialist
- Property Evidence Specialist
- Civilian Report Taker
- Animal Control Officer



## Survey Process

- **Market Area (11 total)**
  - Identified as the larger cities within Idaho (Boise, Caldwell, Idaho Falls, Lewiston, Meridian, Nampa, Pocatello, Twin Falls)
  - Geographically located employers including Post Falls, Kootenai County and Spokane
- Matched with 76 job classifications (including 5 sworn fire positions and 4 sworn law enforcement positions)
- Compiled both wage data (actual pay rate, range minimum & maximum) and benefit data for a total compensation analysis



# Survey Results

- Variables in the data may include:
  - Type of pay plan employer offers
  - Whether or not the employee is new or high seniority
  - Whether the employee's performance is above or below average
  - Size of organization and their relative market area
- Although we have data for 76 specific job classifications, we utilize the data **Overall, on-the-average**, to identify a market trend and to analyze the City's competitive position in the market



# Survey Findings

## Base Pay

- Overall On-the-Average, the City of Coeur d'Alene's pay is:
  - 12.5% above market for general employees
  - 5.6% above market for Police sworn/rank positions
  - 4% above market for Fire rank positions
- Wage range minimum is 5.5% above market\*
- Wage range maximum is 4.9% above market\*

*\*BDPA considers the wage schedule market competitive if it is within 5% of market rates*



# Survey Findings

## Total Compensation

- Overall, the city offers a good benefit package with a positive estimated value for benefits of approximately 3%.
  - Vacation and sick leave offered is greater than the surveyed average.

General/Police Employees	Vacation				Sick
	5 years	10 Years	15 Years	20 Years	
SURVEY AVERAGE	8.76	11.10	13.39	14.77	8.50
City of Coeur d'Alene	12.00	20.00	20.00	20.00	10.00

*Fire Employees	Vacation				Sick
	5 years	10 Years	15 Years	20 Years	
SURVEY AVERAGE	17.57	20.62	23.17	24.60	12.43
City of Coeur d'Alene	18.00	22.00	24.00	24.00	24.00

Hours above are per month accruals  
\*Fire accruals based on a 56 hr work week



## Health Care Benefits

- Coeur d'Alene employees have very generous health care benefits:

Medical Premium	Paid by Employee		Dental Premium	Paid by Employee		Long-Term Disability	Paid by Employee	
	Single	Family		Single	Family		Either don't offer or Optional Employee Expense	
SURVEY AVERAGE	4.21%	12.67%	SURVEY AVERAGE	6.04%	31.29%	SURVEY AVERAGE	0.00%	0.00%
City of Coeur d'Alene	0.00%	8.41%	City of Coeur d'Alene	0.00%	0.00%	City of Coeur d'Alene	0.00%	0.00%

HRA/VEBA	Employer Contribution	
	Annual	
General Employees	\$	1,536.00
Police Employees	\$	1,320.00
Fire Employees	\$	900.00 (plus conservative sick incentive)

All Employees	\$1000 or \$2000	single or dependent coverage deductible buy-down
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# In Summary

- **Kinds and Level Chart:**
  - Displays internal equity of positions based on the components of the Equal Pay Act (validated with survey data)
- **Wage Schedule:**
  - Competitive in the external market based on 2017 wage rates
- **Future Needs:**
  - Conduct a review of the compensation policy guidelines on how employees move through the ranges

