



# Compensation/ Market Study

Alamance County, North Carolina



## Pay Philosophy

- Lead, Lag, or Match

## External Competitiveness

- Peer Organizations
- Labor Markets

## Internal Consistency

- Job Content (job evaluation, comparable worth)
- Equity Adjustment: Jobs adjusting to align with other similar jobs

## Individual Contribution

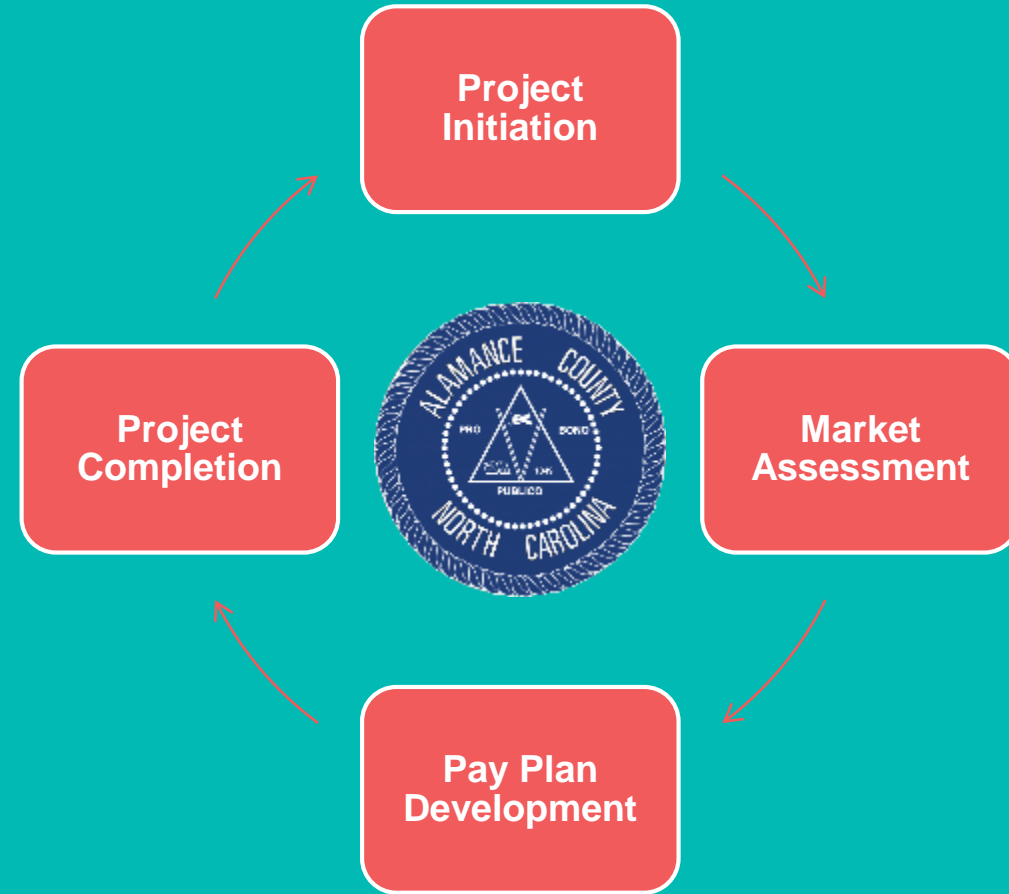
- Personal allocation (seniority, merit pay, skill pay)

# **Determinants of Compensation**

# Project Overview

## Project Initiation

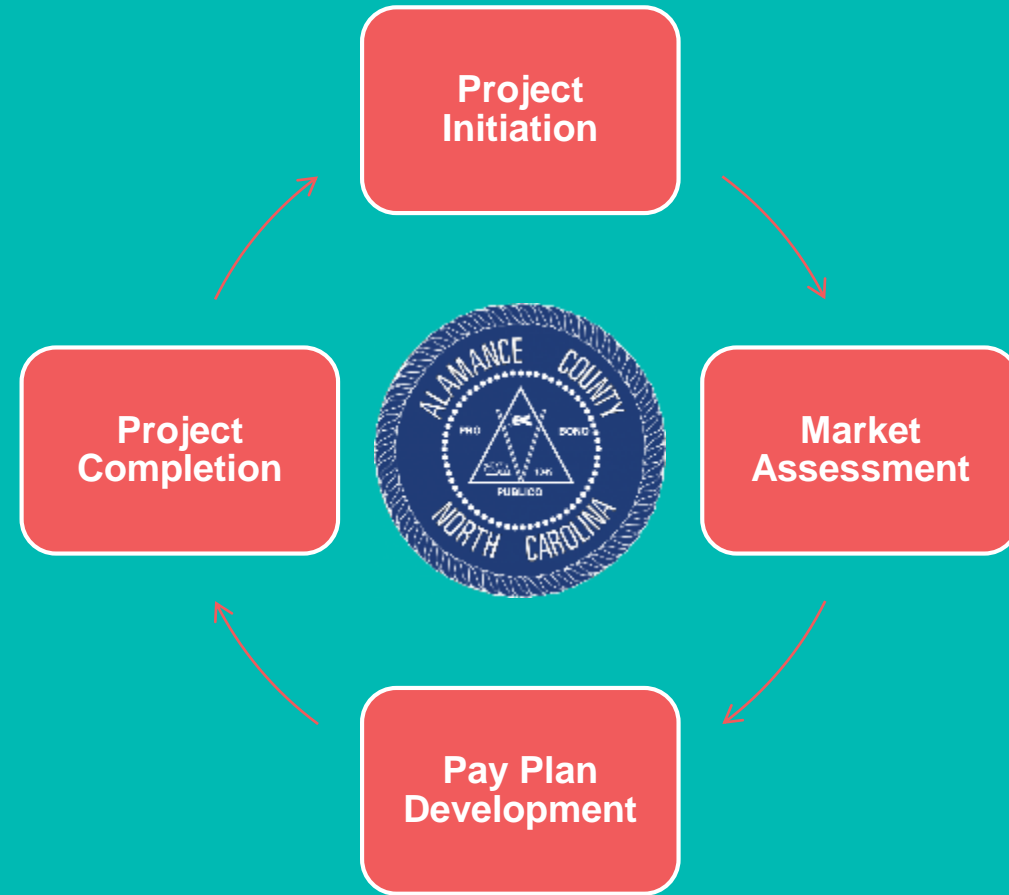
1. Planning meetings to establish goals and working relationships
2. **Data collection**
  - Pay structures
  - Policy handbook
  - Job descriptions
  - Organization charts
  - Census file (names, salaries, hire dates, etc.)



# Project Overview

## Market Assessment

- Peer Organizations (12): We partnered with the County to identify comparable and competitive peer organizations to include in the study.
  - Published salary survey data will be incorporated as a private sector comparison.
- Benchmark Positions: 76 positions were included as benchmarks in the survey.
- Adjustment & Quality Control: Some adjustments were made to collected data to account for differences in work week, fiscal year, and geographic labor cost. *We do not weight the data.*
  - Results are analyzed for quality control; reports demonstrating market averages and a comparison to the market will be prepared for your review.



# Market Assessment: Peer Organizations

- The County identified 12 public peer organizations to be included in the study
- Data was collected or compiled from all 12 of those, **shown in bold below**.
- Data from **3 published surveys** included to represent the “private sector”

1. **Caswell County**
2. **Guilford County**
3. **Catawba County**
4. **Orange County**
5. **Chatham County**
6. **Person County**
7. **Davidson County**
8. **Randolph County**
9. **Durham County**

10. **Rockingham County**
11. **Granville County**
12. **Wake County**
13. **Bureau of Labor Statistics**
14. **Comp Analyst**
15. **Economic Research Institute**

## Market Assessment: Results

- In total 75 positions, as well as 1 additional position (EMS Mechanic Senior) that was not a current classification were included in the market survey as benchmark positions.
  - Of those, 4 had insufficient data (less than 3 matches).
  - Overall, the study yielded market values for 94% of the County's benchmark positions.
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- **Average minimum, midpoint, and maximum results were prepared for the 72 benchmarks with sufficient data.**
  - A comparison of current midpoints vs. the market average midpoint was also prepared. Additional market thresholds demonstrating 5% above and 5% below market were also prepared for consideration.

# Market Assessment: Results

#	Department	Benchmark Position	Matches	Average Minimum	Average Midpoint	Average Maximum	% Range Spread
1	COMMUNITY PARAMEDICINE	COMMUNITY PARAMEDIC	10	\$47,498.92	\$60,649.14	\$73,799.36	55%
2	EMERGENCY MEDICAL SERVICE	Administrative Officer I	5	\$46,382.34	\$58,549.60	\$70,716.85	52%
3	EMERGENCY MEDICAL SERVICE	Emergency Assistant Shift Supervisor	5	\$45,157.15	\$56,688.29	\$68,219.43	51%
4	EMERGENCY MEDICAL SERVICE	Emergency Medical Services Director	8	\$89,670.27	\$115,341.69	\$141,013.11	57%
5	EMERGENCY MEDICAL SERVICE	EMS Billing Liason	11	\$35,857.88	\$45,891.15	\$55,924.42	56%
6	EMERGENCY MEDICAL SERVICE	EMS MECHANIC	7	\$41,282.54	\$55,318.57	\$69,354.59	68%
7	EMERGENCY MEDICAL SERVICE	EMS MECHANIC SENIOR	5	\$47,313.75	\$60,584.49	\$73,855.23	56%
8	EMERGENCY MEDICAL SERVICE	EMS OPERATIONS OFFICER	10	\$58,240.27	\$75,386.80	\$92,533.33	59%
9	EMERGENCY MEDICAL SERVICE	EMS QUALITY MANAGER	7	\$54,560.24	\$71,256.19	\$87,952.13	61%
10	EMERGENCY MEDICAL SERVICE	EMS SHIFT SUPERVISOR	9	\$52,015.94	\$66,717.08	\$81,418.22	57%
11	EMERGENCY MEDICAL SERVICE	EMS TRAINING OFFICER	11	\$57,050.97	\$73,257.66	\$89,464.35	57%
12	EMERGENCY MEDICAL SERVICE	EMT	8	\$35,505.32	\$45,357.51	\$55,209.69	55%
13	EMERGENCY MEDICAL SERVICE	EMT-ADVANCED	7	\$41,608.64	\$53,343.47	\$65,078.30	56%
14	EMERGENCY MEDICAL SERVICE	PARAMEDIC	10	\$45,165.67	\$57,320.19	\$69,474.72	54%
15	ICE	DETENTION DEPUTY (ICE PRG)	8	\$41,638.57	\$52,882.92	\$64,127.27	54%
16	ICE	DET CORPORAL (ICE PRG)	6	\$46,965.73	\$55,831.45	\$64,697.17	38%
17	ICE	DETENTION DEPUTY (ICE PRG)	8	\$41,638.57	\$52,882.92	\$64,127.27	54%
18	ICE	DETENTION LIEUTENANT (ICE PRG)	9	\$57,986.79	\$73,342.95	\$88,699.12	53%
19	ICE	DETENTION OFFICER (ICE PRG)	11	\$40,909.67	\$51,717.01	\$62,524.36	53%
20	ICE	DETENTION OFFICERIII(ICE PRG)	11	\$41,999.84	\$52,864.85	\$63,729.86	52%
21	JAIL	ADMINISTRATIVE ASSISTANT I - PERSONNEL	8	\$38,544.80	\$50,224.77	\$61,904.74	61%
22	JAIL	DETENTION CAPTAIN	9	\$65,346.86	\$83,606.93	\$101,867.00	56%
23	JAIL	DETENTION CORPORAL	6	\$45,023.49	\$56,851.72	\$68,679.95	53%
24	JAIL	DETENTION LIEUTENANT	9	\$57,986.79	\$73,342.95	\$88,699.12	53%
25	JAIL	DETENTION MAJOR	4	\$77,011.91	\$100,252.02	\$123,492.12	60%
26	JAIL	DETENTION NAVIGATOR	2	Insufficient Data			



# Market Assessment: Range Comparison

The market analysis reveals that, on average, the market rates are **above** the positions studied in the County's Emergency Medical Service and Social Services departments. Meanwhile, on average\*, the market is **below** the positions studied in the Detention & ICE departments.

Department	Average Minimum	+ / (-) Mkt	Average Midpoint	+ / (-) Mkt	Average Maximum	+ / (-) Mkt
EMERGENCY MEDICAL SERVICE	AVERAGE	▲ 2.7%	AVERAGE	▲ 4.0%	AVERAGE	▲ 4.9%
DETENTION & ICE	AVERAGE	▼ (3.6%)	AVERAGE	▼ (3.2%)	AVERAGE	▼ (3.0%)
SOCIAL SERVICES	AVERAGE	▲ 1.6%	AVERAGE	▲ 4.6%	AVERAGE	▲ 6.5%

Red ▼%= Market Below  
Blue ▲%= Market Above

On average, the market is 0.5% **above** the County's starting salaries at the minimum, 2.6% **above** the County at the midpoint, and 3.9% **above** the County at the maximum.

Average Minimum	+ / (-) Mkt	Average Midpoint	+ / (-) Mkt	Average Maximum	+ / (-) Mkt
AVERAGE	▲ 0.5%	AVERAGE	▲ 2.6%	AVERAGE	▲ 3.9%

\*This is an overall average for the positions included in market in these departments. In some cases, the market is above or below the current ranges for some positions (i.e. Captain & Major).

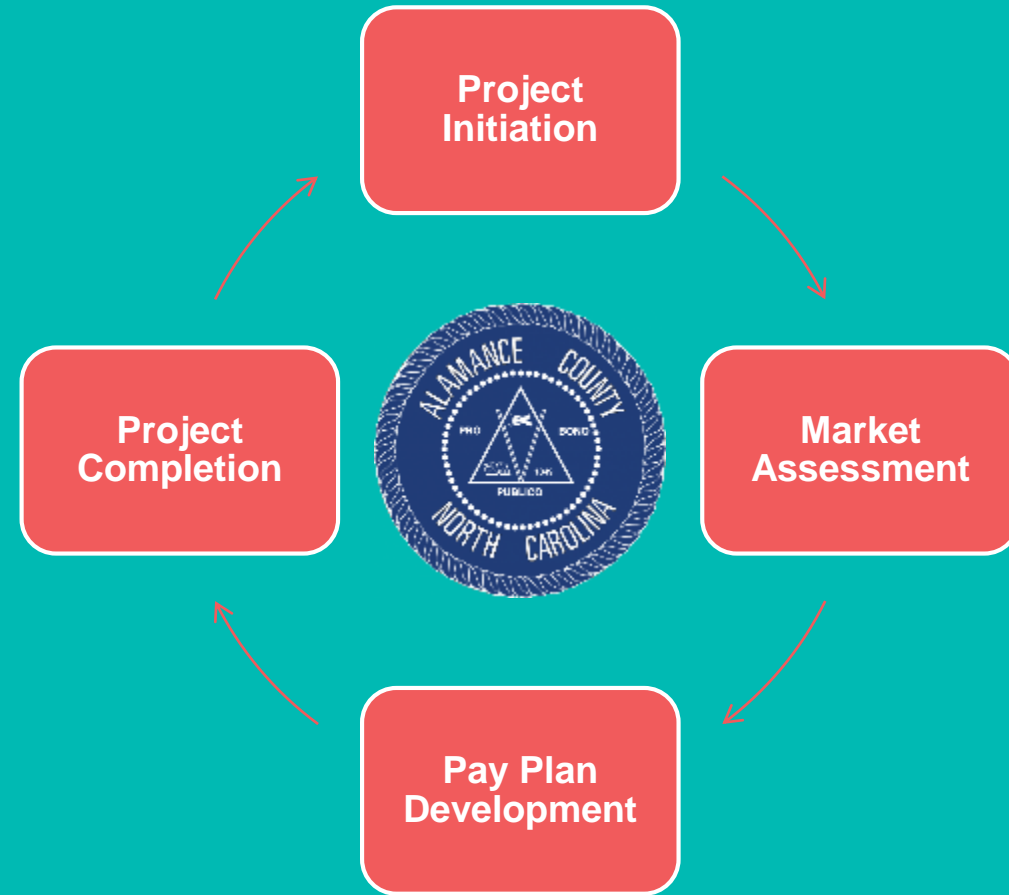




# Project Overview

## Pay Plan Development

- Pay Plan: Baker Tilly used your existing pay plan to make recommendations for adjustment and developed a new pay plan that is tailored to the study's results.
- Grade assignments: were determined based on existing equity and external results (current grade groupings and market midpoints).
- Implementation: With finalized grade assignments, we prepared implementation calculations across 3 scenarios that will assist your organization in adopting the new classification and compensation system.



# Current Pay Plan

Grade	Minimum	Midpoint	Maximum	Minimum Hourly	Midpoint Hourly	Maximum Hourly	Range Spread	Midpoint Diff %
55	28,023	34,868	41,715	13.473	16.764	20.055	48.86%	
56	29,051	36,203	43,745	13.967	17.405	21.031	50.58%	3.83%
57	30,122	37,599	45,077	14.482	18.076	21.671	49.64%	3.86%
58	31,245	39,059	46,870	15.022	18.778	22.534	50.01%	3.88%
59	32,418	40,581	48,746	15.586	19.510	23.436	50.37%	3.90%
60	33,641	42,171	50,706	16.174	20.275	24.378	50.73%	3.92%
61	34,919	43,838	52,752	16.788	21.076	25.362	51.07%	3.95%
62	36,259	45,574	54,892	17.432	21.911	26.390	51.39%	3.96%
63	37,656	47,392	57,127	18.104	22.785	27.465	51.71%	3.99%
64	39,117	49,291	59,467	18.806	23.698	28.590	52.02%	4.01%
65	40,642	51,276	61,908	19.540	24.652	29.764	52.32%	4.03%
66	42,240	53,350	64,458	20.308	25.649	30.990	52.60%	4.04%
67	43,903	55,515	68,432	21.107	26.690	32.900	55.87%	4.06%
68	45,646	57,782	69,914	21.945	27.780	33.613	53.17%	4.08%
69	47,465	60,145	72,827	22.820	28.916	35.013	53.43%	4.09%
70	49,367	62,618	75,869	23.734	30.105	36.476	53.68%	4.11%
71	51,355	65,203	79,051	24.690	31.348	38.005	53.93%	4.13%
72	53,435	67,902	82,370	25.690	32.645	39.601	54.15%	4.14%
73	55,604	70,726	85,847	26.733	34.003	41.273	54.39%	4.16%
74	57,871	73,671	89,473	27.823	35.419	43.016	54.61%	4.17%
75	60,240	76,753	93,268	28.961	36.901	44.840	54.83%	4.18%
76	62,718	79,975	97,231	30.153	38.449	46.746	55.03%	4.20%
77	65,306	83,339	101,371	31.397	40.067	48.736	55.22%	4.21%
78	68,010	86,855	105,699	32.697	41.757	50.817	55.42%	4.22%
79	70,836	90,528	110,219	34.056	43.523	52.990	55.60%	4.23%
80	73,792	94,368	114,946	35.477	45.369	55.263	55.77%	4.24%
81	76,878	98,380	119,884	36.961	47.298	57.637	55.94%	4.25%
82	80,103	102,575	125,045	38.511	49.315	60.118	56.11%	4.26%
83	83,474	106,956	130,440	40.132	51.421	62.712	56.26%	4.27%
84	86,997	111,534	136,072	41.826	53.622	65.419	56.41%	4.28%
85	90,679	116,321	141,965	43.596	55.924	68.252	56.56%	4.29%
86	94,524	121,320	148,119	45.444	58.327	71.211	56.70%	4.30%
87	98,544	126,547	154,551	47.377	60.840	74.303	56.83%	4.31%
88	102,743	132,009	161,272	49.396	63.466	77.535	56.97%	4.32%
89	107,133	137,714	168,295	51.506	66.209	80.911	57.09%	4.32%
90	111,720	143,679	175,633	53.712	69.076	84.439	57.21%	4.33%
91	116,514	149,909	183,304	56.016	72.072	88.127	57.32%	4.34%
92	121,522	156,420	191,317	58.424	75.202	91.980	57.43%	4.34%
93	126,756	163,224	199,693	60.940	78.473	96.006	57.54%	4.35%

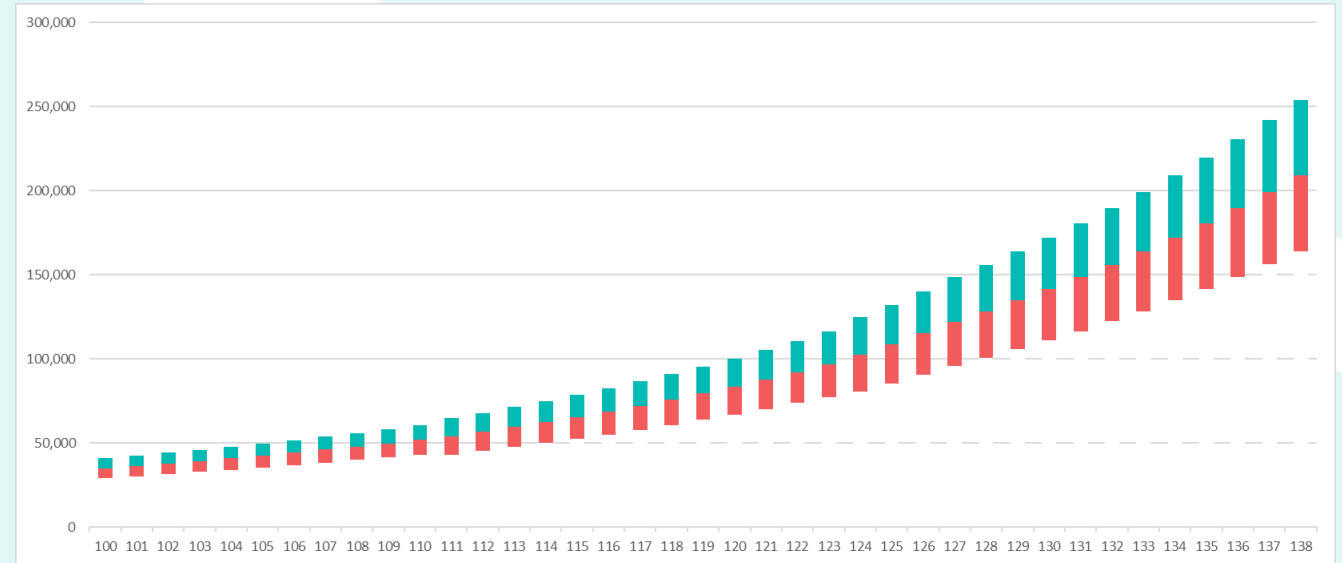


- Open plan (no defined steps), 39 grades (numbered 55-93)
- 54% on average range spreads (distance from min to max)
- 4.15% on average midpoint differential (distance between each grade at the midpoint)



# Proposed General Pay Plan

Current Grade	Annual Minimum	Annual Midpoint	Annual Maximum	Hourly Minimum	Hourly Midpoint	Hourly Maximum	Range Spread	Midpoint Differential
100	\$29,167	\$35,000	\$40,834	\$14.02	\$16.83	\$19.63	40.00%	
101	\$30,333	\$36,400	\$42,466	\$14.58	\$17.50	\$20.42	40.00%	4.00%
102	\$31,547	\$37,856	\$44,166	\$15.17	\$18.20	\$21.23	40.00%	4.00%
103	\$32,808	\$39,370	\$45,931	\$15.77	\$18.93	\$22.08	40.00%	4.00%
104	\$34,121	\$40,945	\$47,769	\$16.40	\$19.69	\$22.97	40.00%	4.00%
105	\$35,486	\$42,583	\$49,680	\$17.06	\$20.47	\$23.88	40.00%	4.00%
106	\$36,905	\$44,286	\$51,667	\$17.74	\$21.29	\$24.84	40.00%	4.00%
107	\$38,381	\$46,057	\$53,733	\$18.45	\$22.14	\$25.83	40.00%	4.00%
108	\$39,916	\$47,899	\$55,882	\$19.19	\$23.03	\$26.87	40.00%	4.00%
109	\$41,513	\$49,815	\$58,118	\$19.96	\$23.95	\$27.94	40.00%	4.00%
110	\$43,173	\$51,808	\$60,442	\$20.76	\$24.91	\$29.06	40.00%	4.00%
111	\$43,104	\$53,880	\$64,656	\$20.72	\$25.90	\$31.08	50.00%	4.00%
112	\$45,259	\$56,574	\$67,889	\$21.76	\$27.20	\$32.64	50.00%	5.00%
113	\$47,522	\$59,403	\$71,283	\$22.85	\$28.56	\$34.27	50.00%	5.00%
114	\$49,898	\$62,373	\$74,847	\$23.99	\$29.99	\$35.98	50.00%	5.00%
115	\$52,394	\$65,492	\$78,591	\$25.19	\$31.49	\$37.78	50.00%	5.00%
116	\$55,014	\$68,767	\$82,521	\$26.45	\$33.06	\$39.67	50.00%	5.00%
117	\$57,764	\$72,205	\$86,646	\$27.77	\$34.71	\$41.66	50.00%	5.00%
118	\$60,652	\$75,815	\$90,978	\$29.16	\$36.45	\$43.74	50.00%	5.00%
119	\$63,685	\$79,606	\$95,528	\$30.62	\$38.27	\$45.93	50.00%	5.00%
120	\$66,869	\$83,586	\$100,304	\$32.15	\$40.19	\$48.22	50.00%	5.00%
121	\$70,212	\$87,765	\$105,318	\$33.76	\$42.19	\$50.63	50.00%	5.00%
122	\$73,722	\$92,153	\$110,583	\$35.44	\$44.30	\$53.16	50.00%	5.00%
123	\$77,409	\$96,761	\$116,114	\$37.22	\$46.52	\$55.82	50.00%	5.00%
124	\$80,445	\$102,567	\$124,690	\$38.68	\$49.31	\$59.95	55.00%	6.00%
125	\$85,271	\$108,721	\$132,170	\$41.00	\$52.27	\$63.54	55.00%	6.00%
126	\$90,387	\$115,244	\$140,100	\$43.46	\$55.41	\$67.36	55.00%	6.00%
127	\$95,811	\$122,159	\$148,507	\$46.06	\$58.73	\$71.40	55.00%	6.00%
128	\$100,602	\$128,267	\$155,933	\$48.37	\$61.67	\$74.97	55.00%	5.00%
129	\$105,631	\$134,680	\$163,728	\$50.78	\$64.75	\$78.72	55.00%	5.00%
130	\$110,913	\$141,414	\$171,915	\$53.32	\$67.99	\$82.65	55.00%	5.00%
131	\$116,459	\$148,485	\$180,511	\$55.99	\$71.39	\$86.78	55.00%	5.00%
132	\$122,282	\$155,909	\$189,537	\$58.79	\$74.96	\$91.12	55.00%	5.00%
133	\$128,395	\$163,704	\$199,012	\$61.73	\$78.70	\$95.68	55.00%	5.00%
134	\$134,815	\$171,889	\$208,963	\$64.81	\$82.64	\$100.46	55.00%	5.00%
135	\$141,555	\$180,483	\$219,410	\$68.06	\$86.77	\$105.49	55.00%	5.00%
136	\$148,633	\$189,507	\$230,381	\$71.46	\$91.11	\$110.76	55.00%	5.00%
137	\$156,064	\$198,982	\$241,899	\$75.03	\$95.66	\$116.30	55.00%	5.00%
138	\$163,867	\$208,931	\$253,994	\$78.78	\$100.45	\$122.11	55.00%	5.00%



- Open plan (no defined steps), 39 grades (numbered 100-138)
- 40-55% range spreads
- 4-6% midpoint differential
- Aligned to 100% of market midpoints



# Grade Assignments

- Where the market results show that the County's existing midpoints are about 2.6% behind the market, on average, Baker Tilly does not recommend that the County shift its existing pay structure by that amount. Positions move at a different pace than each other in the market and a 2.6% shift would over correct some and under correct others.

Department	Position Title	Current Midpoint	Market	
			Average Midpoint	+ / (-) MI**
SOCIAL SERVICES	SOCIAL WORKER SUPERVISOR I	\$57,780.14	\$67,909.12	▲17.5%
SOCIAL SERVICES	HUMAN SERVICES DEPUTY DIRECTOR	\$90,527.57	\$106,296.29	▲17.4%
SOCIAL SERVICES	INCOME MAINTENANCE SUPERVISOR III	\$62,618.46	\$72,766.54	▲16.2%
JAIL	DETENTION MAJOR	\$86,854.55	\$100,252.02	▲15.4%
SOCIAL SERVICES	ATTORNEY I	\$94,369.00	\$105,261.56	▲11.5%
SOCIAL SERVICES	ACCOUNTING CLERK IV	\$43,835.93	\$48,854.75	▲11.4%
SOCIAL SERVICES	Director of Social Services	\$116,321.98	\$128,778.95	▲10.7%
SOCIAL SERVICES	SOCIAL WORK PROGRAM MANAGER	\$76,753.62	\$84,601.80	▲10.2%
SOCIAL SERVICES	HUMAN SERVICES COORDINATOR III	\$60,146.26	\$65,345.57	▲8.6%
SOCIAL SERVICES	INCOME MAINTENANCE PROGRAM ADMINISTI	\$76,753.62	\$83,369.69	▲8.6%
SOCIAL SERVICES	SOCIAL WORKER SUPERVISOR III	\$73,671.99	\$79,750.49	▲8.3%
SOCIAL SERVICES	INCOME MAINTENANCE SUPERVISOR II	\$57,780.14	\$61,942.45	▲7.2%
EMERGENCY MEDICAL SERVICE	EMS OPERATIONS OFFICER	\$70,725.62	\$75,386.80	▲6.6%
EMERGENCY MEDICAL SERVICE	EMS SHIFT SUPERVISOR	\$62,618.46	\$66,717.08	▲6.5%
SOCIAL SERVICES	CHILD SUPPORT SUPERVISOR II	\$60,146.26	\$64,046.73	▲6.5%
SOCIAL SERVICES	INCOME MAINTENANCE SUPERVISOR I	\$53,349.18	\$56,464.01	▲5.8%
COMMUNITY PARAMEDICINE	COMMUNITY PARAMEDIC	\$57,780.14	\$60,649.14	▲5.0%
EMERGENCY MEDICAL SERVICE	PARAMEDIC	\$56,167.64	\$57,320.19	▲2.1%
JAIL	DETENTION CORPORAL	\$60,146.26	\$56,851.72	▼(5.5%)
SOCIAL SERVICES	PROCESSING ASSISTANT III	\$40,581.93	\$38,307.85	▼(5.6%)
SOCIAL SERVICES	FOREIGN LANGUAGE INTERPRETER II	\$49,292.16	\$46,514.45	▼(5.6%)
JAIL	ADMINISTRATIVE ASSISTANT I - PERSONNEL	\$53,349.18	\$50,224.77	▼(5.9%)
JAIL	DETENTION OFFICER (MAINT)	\$56,167.65	\$52,692.96	▼(6.2%)
ICE	DET CORPORAL (ICE PRG)	\$60,146.26	\$55,831.45	▼(7.2%)
EMERGENCY MEDICAL SERVICE	EMS MECHANIC	\$60,146.26	\$55,318.57	▼(8.0%)
ICE	DETENTION OFFICERIII(ICE PRG)	\$57,780.14	\$52,864.85	▼(8.5%)
ICE	DETENTION OFFICER (ICE PRG)	\$57,780.14	\$51,717.01	▼(10.5%)
EMERGENCY MEDICAL SERVICE	EMS Billing Liason	\$51,275.32	\$45,891.15	▼(10.5%)
ICE	DETENTION DEPUTY (ICE PRG)	\$60,146.26	\$52,882.92	▼(12.1%)
ICE	DETENTION DEPUTY (ICE PRG)	\$60,146.26	\$52,882.92	▼(12.1%)
SOCIAL SERVICES	BUSINESS OFFICER I	\$73,671.99	\$64,023.88	▼(13.1%)



# Grade Assignments

Positions were assigned based on the following:

- External equity (market midpoints)
- Existing equity (current midpoints and grade groupings)
- Career progressions
- Supervisor / Subordinate separation

The following information is NOT considered:

- The person in the position
  - Performance
  - Length of service
  - Existing employee salary
- 
- Preliminary grade assignments were reviewed with the County's project team to ensure positions were assigned to the correct grade and address any outliers.



# Implementation Scenarios

**Calculations reflect base pay only.**

*Baker Tilly does not recommend a pay decrease for any employee as a result of the study.*

Implementation Scenarios for Pay Plan:

1. Employees move to the minimum of their assigned pay grade if their current salary is below. All other employees retain their existing salary. This is to get all employees onto the pay plan.
2. Employees receive the greater of moving to the minimum of their assigned pay grade or a 1.5% salary adjustment.
3. Employees move to the minimum of their assigned pay grade plus .5% x years in position, capped at 6 years. For example: if an employee has been in their position with Alamance County for 3 years, the employee's new salary would be calculated by adding 1.5% to the minimum of their newly assigned pay grade. Any employees whose current salary is greater than that calculation would retain their existing salary.



# Implementation Scenarios

	Option 1 - Move to Minimum				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	901	\$52,062,617.81	\$52,286,088.36	<b>\$223,470.55</b>	0.4%
Employees Below Minimum	143	\$5,677,592.95	\$5,901,063.50	\$223,470.55	3.9%
Employees Within Range	707	\$41,771,665.56	\$41,771,665.56	\$0.00	0.0%
Employees Above Maximum	51	\$4,613,359.30	\$4,613,359.30	\$0.00	0.0%
	Option 2 - Greater of Minimum or 1.5%				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	901	\$52,062,617.81	\$52,919,690.40	<b>\$857,072.59</b>	1.6%
Employees Below Minimum	143	\$5,677,592.95	\$5,908,090.56	\$230,497.61	4.1%
Employees Within Range	707	\$41,771,665.56	\$42,398,240.54	\$626,574.98	1.5%
Employees Above Maximum	51	\$4,613,359.30	\$4,613,359.30	\$0.00	0.0%
	Option 3 - Move to Minimum + 0.5% per Years in Position (CAPPED)				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	901	\$52,062,617.81	\$52,922,714.41	<b>\$860,096.60</b>	1.7%
Employees Below Minimum	143	\$5,677,592.95	\$5,923,036.80	\$245,443.85	4.3%
Employees Within Range	707	\$41,771,665.56	\$42,386,318.31	\$614,652.75	1.5%
Employees Above Maximum	51	\$4,613,359.30	\$4,613,359.30	\$0.00	0.0%

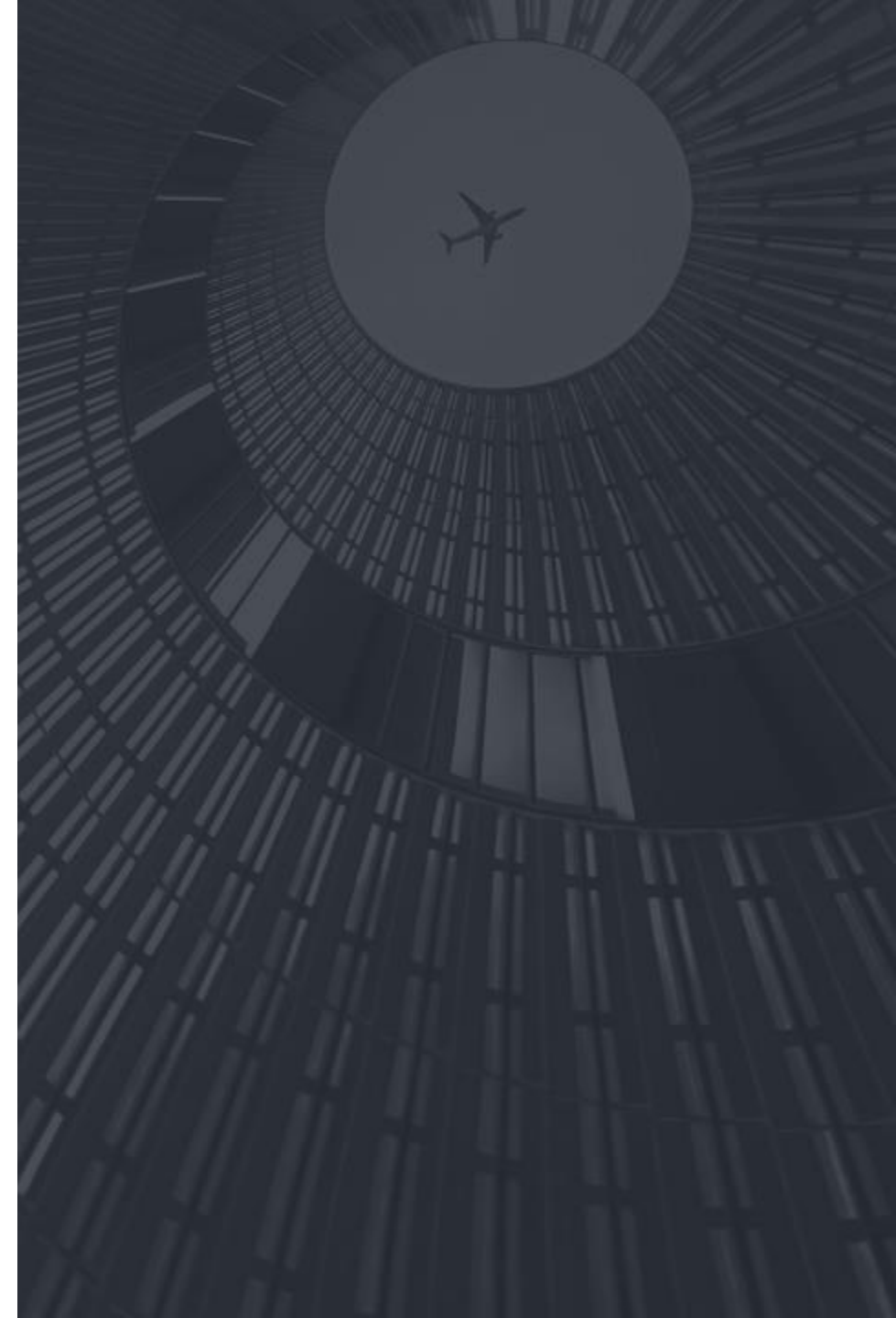


# Baker Tilly Recommendations



## We urge Alamance County to:

- ✓ Approve the proposed pay plan and position grade assignments.
- ✓ Approve an implementation scenario that addresses the County's compensation philosophy, business goals, and that is fiscally attainable and sustainable.
- ✓ Continue efforts to maintain the classification and compensation system:
  - Routinely review positions, job descriptions, and market conditions.
  - Adjust pay structures (and salaries), as needed, to maintain market competitiveness.
  - Commit to advancing employees through their assigned pay ranges based on the County's policies.





# Next Steps



Estimated timeline of year one implementation

