



Fox Lawson & Associates
a Division of Gallagher Benefit Services, Inc.
Compensation and Human Resources Specialists

Classification & Compensation Study Executive Summary January 2014



Gallagher Benefit Services, Inc.
t h i n k i n g a h e a d

Table of Contents

- Study Background
- Town Compensation Philosophy
- Summary of Class Specification Review
- Survey Methodology
- Summary of Salary Data Comparisons
- Salary Data Recommendations
- Implementation Options
- Pay Practices & Benefits
- Pay Practice & Benefits Recommendations
- Administrative Recommendations

Study Background

- Fox Lawson & Associates (FLA) was engaged to perform a review of job classification, compensation and benefits for the Town of Queen Creek and make recommendations regarding:
 - Current state of compensation and benefits;
 - Market competitiveness of specific employee benchmarks;
 - Benefits and costs associated with recommendations;
 - Implementation and transition options; and,
 - Pay practices, policies and overall compensation program.
- The major consideration of the Town is to establish market comparisons to the current level of compensation paid to all Town job classifications.
- The following items were provided by the Town to facilitate the study:
 - Organization materials;
 - Current job descriptions; and
 - Current compensation and pay structure information for employees.

Study Background

- Compensation and classification objectives were identified and include:
 - Compensation levels reflective of multiple and varied labor markets covering Town jobs, including both public and private sector information, with pay grade midpoints reflective of the 60th percentile of the relevant labor markets (consistent with Council policy adopted in 2005; this policy is subject to Council directive):
 - All positions compared to other public and private sector organizations in the Phoenix metropolitan area;
 - Compensation will be viewed from a total compensation perspective, including base pay, employee benefits and applicable variable compensation.
 - Development of a pay structure where the midpoint is reflective of the defined labor market rates of pay.
 - Classifications and evaluated ratings will be reviewed to ensure jobs are appropriately placed in correct broad classifications and consequently appropriately placed in the salary structure based on DBM ratings and market data results.

Town Compensation Philosophy

- Broad job classifications will be maintained to facilitate simplification and flexibility.
- Internal equity job evaluation approach (DB^{TMM}) consistent with broad class concept.
- A total compensation approach, including benefits, will be taken into consideration.
- Market parity will be assessed at the market 60th percentile (consistent with Council policy adopted in 2005).
 - For classes and jobs that are most commonly found in the public sector, the labor market will include the various government entities within the Phoenix metropolitan area that the Town competes with for talent. Private sector compensation will also be considered for those jobs that are not exclusively found in the public sector (e.g. HR, IT, etc.).

Summary of Class Specification Review

- **Approach** – Employee PDQs were reviewed in combination with current class specifications.
- **Findings**
 - 72% of the PDQs reflect duties consistent with the current class specifications.
 - Minor updates to class specs recommended based on 40 of the PDQs.
 - No change in class specifications are required based on 35 PDQs.
 - Although the work is appropriately classified, there are more significant changes recommended associated with 6 of the PDQs.
 - In the case of 4 PDQs, information provided was not clear and for 2 of the PDQs, there does not appear an appropriate corresponding class specifications.
 - Review of 24 PDQs suggest further examination for possible position reassignment, class specification amendment, and/or new class specifications.
 - Further class consolidation may be appropriate for administrative support and leadership classes.

Summary of Classification Review

The DBM review resulted in the following recommended changes to existing DBM ratings:

Job Class Desc	Current Rating	Proposed DBM
Budget Administrator	D71	D63
Department Director (Fire)	F71	E83
Digital Media Specialist	C40	C41
Executive Admin Assistant	B24	B23
Facility Services Coordinator	B32	B25
Facility Services Specialist	B24	B23
Field Operations Supervisor	C40	C41
Fire Battalion Chief	F44	F51
Human Resources Technician	B24	B23
Mechanic	B24	B23
Mgmt Asst I	C40	C41
Neighborhood Preservation Coor	B24	B23
Purchasing Associate	B24	B23
Recreation Specialist (Pt)	B24	B23
Senior Inspector	B33	B25
Sr Utility Services Technician	B30	B24
Town Engineer	D62	D63
Utility Services Coordinator	B32	B25
Water Cons Spec/Cust Supp Spec	C40	C41

Survey Methodology – Benchmark Jobs

Bench ID	Benchmark
1	Accountant
2	Financial Services Specialist
3	Senior Administrative Assistant
4	Inspector
5	Town Clerk
7	Assistant Town Manager
8	Engineer
9	Fire Battalion Chief
10	Sr Facilities Services Specialist
11	Division Manager
12	Accounting Administrator
13	Fire Captain
14	Fire Engineer
15	Firefighter
16	Maintenance & Operations Assis
17	Maintenance & Oper Specialist
18	Human Resources Technician
19	Sr. Human Resources Analyst
20	Human Resources Director
21	Administrative Assistant

Bench ID	Benchmark
22	Park Ranger
23	Recreation Superintendent
24	Permit Technician
25	Planner
26	Plans Examiner
27	Recreation Coordinator^
28	Maintenance & Operations Tech
29	App & Desktop Support Analyst
30	Town Engineer
31	Engineering Technician
32	Traffic Signal Technician
33	Util Customer Service Supvsr
34	Utility Services Coordinator
35	Fire Battalion Chief
36	Field Ops Superintendent
37	Mechanic
38	Fire Chief
39	Development Services Director
40	Economic Development Director
41	Utilities Director

^The Town had no incumbents at the time of the analysis.

Survey Methodology

- FLA utilized results from custom surveys recently performed for the Town of Gilbert and the City of Tolleson.
- The Town distributed the survey to 3 additional municipal organizations that were not included in the above referenced surveys: Oro Valley, Apache Junction and Maricopa.
- The custom surveys utilized collected salary and benefits data;
- Questions in the survey were posed in a fashion that were standard and easy for participants to answer, as well as being easy to quantify and analyze.
- The survey results represent data from 17 organizations detailed on the following page.

Survey Methodology

Comparator Organizations
City of Apache Junction
City of Avondale
City of Buckeye
City of Casa Grande
City of Chandler
City of Goodyear
City of Maricopa
City of Mesa
City of Peoria
City of Phoenix*
City of Scottsdale
City of Surprise
City of Tempe
Maricopa County*
Town of Gilbert
Town of Marana
Town of Oro Valley

*Management level positions from these 2 organizations was not included in the analysis; only individual contributor positions were analyzed from these 2 organizations.

Survey Methodology

	Comparator Market Average	Comparator Market Median	Comparator Market Low	Comparator Market High	Town of Queen Creek
Customers Served	139,737	81,000	36,756	452,084	30,000
Annual Operating Budget	\$117,132,599	\$84,713,028	\$41,523,710	\$346,300,000	\$44,500,000
Number of FT Employees	517	395	193	1,558	184
Number of Job Classifications	183	155	85	336	100

*Excludes City of Phoenix and Maricopa County

Survey Methodology

- FLA compiled the data collected from survey participants.
- FLA work directly with the Town to clarify and validate appropriate benchmark matches.
- Benchmark job matches reflect at least 70% of the duties as outlined in the benchmark summaries and as evaluated by comparator organizations.
 - If there are any questions in job matching, we reference job descriptions, organizational charts and other information to verify that the match is valid.
- All data have been adjusted to January 1, 2014 and reflect an annual basis.
- FLA follows the U.S. Department of Justice and Federal Trade Commission guidelines that state 5 job matches should exist per job in order to conduct statistical analyses or for drawing conclusions.

Survey Methodology

- The following 17 published survey data sources were utilized to make comparisons with the private sector:

Published Survey Sources
ERI
Hay Local Area Pay
Mercer Finance, Accounting & Legal
Mercer Human Resources
Mercer Information Technology
Mercer Metro Benchmark
Mercer Metro Benchmark
Mercer Metro Benchmark - South Central
Radford US Benchmark
Towers Watson CSR Accounting & Finance
Towers Watson CSR Engineering, Design & Drafting
Towers Watson CSR Human Resources
Towers Watson CSR Info Technology & e-Commerce
Towers Watson CSR Office and Business Support
Towers Watson CSR Supervisory & Middle Management
Towers Watson CSR Tech Supp & Prod
Towers Watson CSR Technical Support & Production

Survey Methodology: Geographic Differentials

- Applying geographic differentials is a sound compensation practice in an effort to arrive at a more precise figure for use in analyzing and setting pay.
- Just as data are trended forward to be effective for a current point in time, data should be adjusted to reflect cost of labor differences between geographic areas.
- Geographic adjustment factors were applied to data collection results and are shown below:

Comparison Locations	Factor Adjustment
US	98%
South Central	103%
Arizona	102%

Base Cities: Tolleson, AZ and Gilbert, AZ

Survey Methodology

- FLA performed several reviews of the data to identify any extreme data and to ensure validity and reliability of the data.
- Through a statistical analysis, any salary figures that were considered extreme in relation to all other salary figures were excluded.
- Various statistics were calculated (25th, 50th, 60th, 75th, low, and high) in analyzing the data.
- Once the survey analysis and report was completed, it was submitted internally through our firm's quality control process for review before it was submitted to the Town.
- The following guidelines are used when determining the competitive nature of current compensation:
 - +/-5% = Highly Competitive
 - +/-10% = Competitive
 - +/-10-15% = Possible misalignment with market
 - >15% = Significant misalignment with market

Summary of Salary Data Comparisons

On an overall basis of all jobs combined, the amount that the Town is above or below the market (public and private sectors) is shown in the tables below.

- The 60th percentile of market data was used as the comparison point with the midpoint of the current pay ranges for classes (consistent with Council policy adopted in 2005), as this is where the Town identified its targeted pay:

NON-SWORN (Excludes Fire)

Aggregate Comparison	Range Comparisons			Actual Salary Comparison	Town Range MidPoint to Mkt Actual Salary Comparison
	Range Minimum	Range Midpoint	Range Maximum		
Public Sector	-4.5%	-5.1%	-6.4%	-16.6%	-10.9%
Combined Sector*	-4.1%	-4.7%	-6.4%	-13.6%	-7.5%

*Combined sector metrics includes private sector data collected for 39% of benchmark positions.

- The 60th percentile of market range maximum data was used as the comparison point with the maximum of the current pay ranges for sworn fire classes:

SWORN FIRE*

Aggregate Comparison	Range Comparisons			Actual Salary Comparison	Town Range MidPoint to Mkt Actual Salary Comparison
	Range Minimum	Range Midpoint	Range Maximum		
Public Sector	0.0%	2.1%	1.8%	-12.8%	-2.6%

*Data reflective of existing Queen Creek ranges and salaries; data does not reflect the Fire Department's participation in Social Security. Social Security participation (unlike comparator agencies) will be accounted for in the proposed salary structure development.

Summary of Salary Data Comparisons

- **KEY MEASURES:** Overall, current midpoints of all positions, excluding sworn fire, are competitive, lagging the 60th percentile of the combined public and private sector market (consistent with Council policy adopted in 2005) by 7.5%, from an aggregate perspective of all classes combined .
- Current non-sworn actual rates of pay compared to combined sector (public and private) market actual rates of pay are slightly misaligned, lagging the market by 13.6%.
- Overall, current non-sworn salary ranges are competitive, lagging the defined labor market by 4.7% (combined sector) compared to the current midpoint for all classifications combined.
- Individual comparisons vary.
- Longevity, performance and hiring conditions may explain some differences in actual salary.

Summary of Salary Data Comparisons

- **KEY MEASURES:** Overall, current salary range maximums for Sworn Fire are highly competitive, leading the 60th percentile of the comparator market (consistent with Council policy adopted in 2005) by 1.8%*, from an aggregate perspective of all classes combined.
- Current salary ranges minimums for Sworn Fire are at market*.
- Current sworn salary range midpoints for Sworn Fire are highly competitive, leading the market by 2.1%*.
- Individual comparisons vary.
- Longevity, performance and hiring conditions may explain some differences in actual salary.

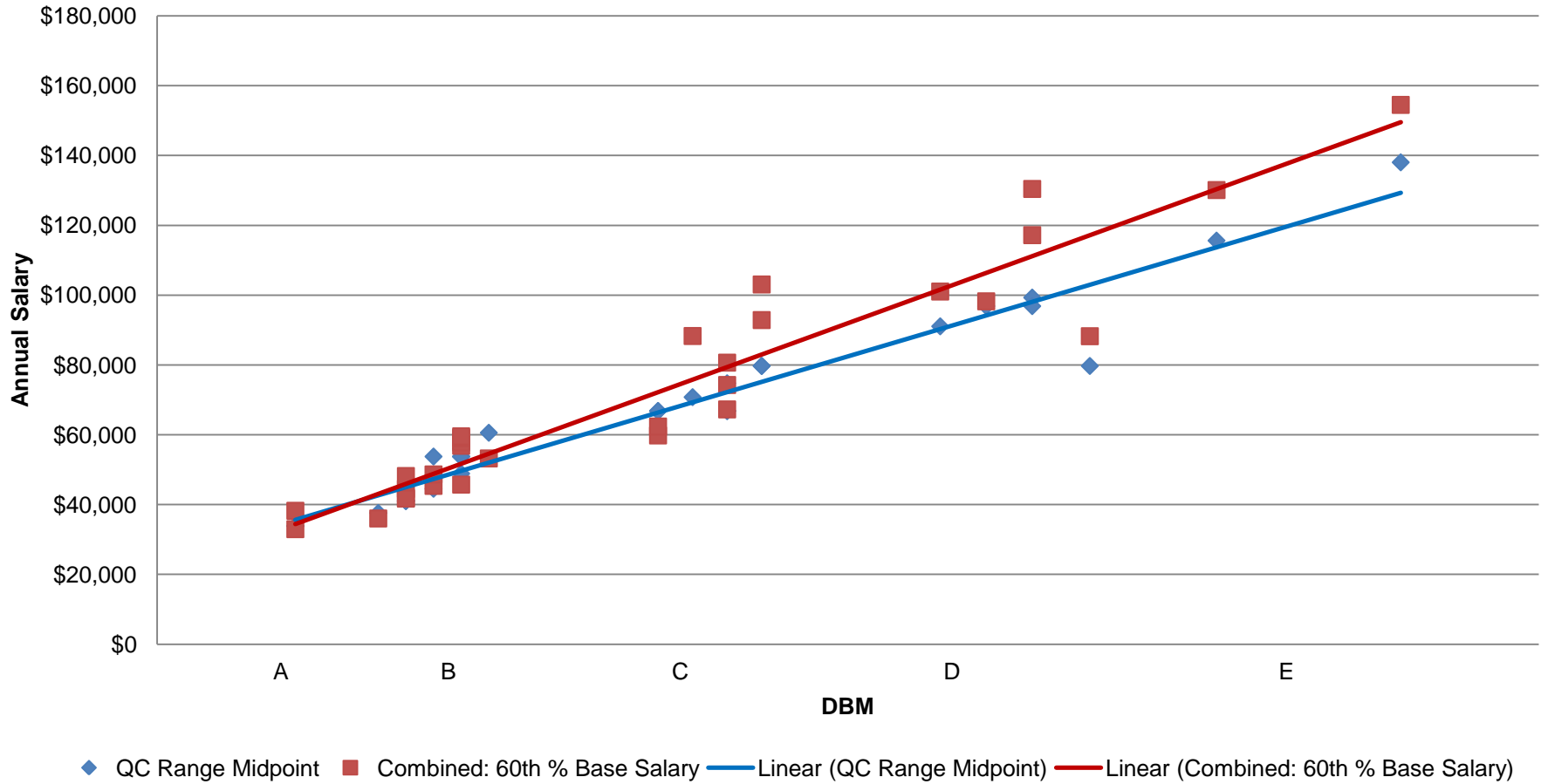
*Data reflective of existing Queen Creek ranges and salaries; data does not reflect the Fire Department's participation in Social Security. Social Security participation (unlike comparator agencies) will be accounted for in the proposed salary structure development.

Summary of Salary Data Comparisons

- Graphical representations of the Town’s actual salaries and salary ranges compared to market are shown on the following pages and reflect how the Town’s data compare to the market utilizing a statistical procedure called regression analysis.
- Regression analysis was utilized to blend market data with internal equity.
 - Regression trend line is used as an anchor for salary ranges and represents the “best fit” taking into account market parity and internal equity.

Summary of Salary Data Comparisons

Town of Queen Creek
Range MidPoints vs Market Actual Salaries



Summary of Salary Data Comparisons

The following tables summarize current range midpoints against the public, private and combined market sectors:

Bench ID	Benchmark	QC Range Midpoint	Public: 60th % Base Salary	% Diff	Private: 60th % Base Salary	% Diff	Combined: 60th % Base Salary	% Diff
1	Accountant	\$66,817	\$59,832	10.5%	\$55,889	16.4%	\$59,398	11.1%
2	Financial Services Specialist	\$41,066	\$43,202	-5.2%	\$37,085	9.7%	\$41,891	-2.0%
3	Senior Administrative Assistant	\$41,066	\$44,131	-7.5%	\$45,341	-10.4%	\$44,468	-8.3%
4	Inspector	\$56,060	\$56,959	-1.6%	n/a	n/a	\$56,842	-1.4%
5	Town Clerk	\$96,857	\$98,228	-1.4%	n/a	n/a	\$98,228	-1.4%
7	Assistant Town Manager	\$138,046	\$154,500	-11.9%	n/a	n/a	\$154,500	-11.9%
8	Engineer	\$70,783	\$90,827	-28.3%	\$73,408	-3.7%	\$88,297	-24.7%
10	Sr Facilities Services Specialist	\$53,766	\$54,916	-2.1%	\$57,714	-7.3%	\$57,816	-7.5%
11	Division Manager	\$91,069	\$123,261	-35.3%	\$84,736	7.0%	\$101,032	-10.9%
12	Accounting Administrator	\$79,715	\$108,873	-36.6%	\$82,295	-3.2%	\$88,234	-10.7%
16	Maintenance & Operations Assis	\$33,866	\$34,621	-2.2%	\$28,488	15.9%	\$32,961	2.7%
17	Maintenance & Oper Specialist	\$44,535	\$45,609	-2.4%	\$41,235	7.4%	\$45,357	-1.8%
18	Human Resources Technician	\$48,884	\$51,479	-5.3%	\$37,894	22.5%	\$45,720	6.5%
19	Sr. Human Resources Analyst	\$74,748	\$75,204	-0.6%	\$62,062	17.0%	\$67,263	10.0%
20	Human Resources Director	\$115,620	\$132,419	-14.5%	\$93,930	18.8%	\$130,104	-12.5%

Summary of Salary Data Comparisons

Bench ID	Benchmark	QC Range Midpoint	Public: 60th		Private: 60th		Combined: 60th	
			% Base Salary	% Diff	% Base Salary	% Diff	% Base Salary	% Diff
21	Administrative Assistant	\$33,866	\$36,434	-7.6%	\$38,241	-12.9%	\$38,224	-12.9%
22	Park Ranger	\$41,066	\$48,186	-17.3%	n/a	n/a	\$48,186	-17.3%
23	Recreation Superintendent	\$79,715	\$103,057	-29.3%	n/a	n/a	\$103,057	-29.3%
24	Permit Technician	\$41,066	\$41,708	-1.6%	n/a	n/a	\$41,708	-1.6%
25	Planner	\$66,817	\$74,265	-11.1%	n/a	n/a	\$74,265	-11.1%
26	Plans Examiner	\$66,817	\$59,810	10.5%	n/a	n/a	\$59,810	10.5%
27	Recreation Coordinator	\$56,845	\$58,261	-2.5%	n/a	n/a	\$58,261	-2.5%
28	Maintenance & Operations Tech	\$37,598	\$36,017	4.2%	n/a	n/a	\$36,017	4.2%
29	App & Desktop Support Analyst	\$66,817	\$84,839	-27.0%	\$70,336	-5.3%	\$80,658	-20.7%
30	Town Engineer	\$96,857	\$132,984	-37.3%	n/a	n/a	\$130,419	-34.7%
31	Engineering Technician	\$53,766	\$59,091	-9.9%	n/a	n/a	\$59,091	-9.9%
32	Traffic Signal Technician	\$53,766	\$57,325	-6.6%	n/a	n/a	\$59,557	-10.8%
33	Util Customer Service Supvsr	\$66,817	\$66,771	0.1%	\$54,770	18.0%	\$62,361	6.7%
34	Utility Services Coordinator	\$60,572	\$53,222	12.1%	n/a	n/a	\$53,222	12.1%
36	Field Ops Superintendent	\$79,715	\$92,859	-16.5%	n/a	n/a	\$92,859	-16.5%
37	Mechanic	\$53,766	\$49,190	8.5%	\$46,086	14.3%	\$48,646	9.5%
38	Fire Chief	n/a	\$150,075	n/a	n/a	n/a	\$150,075	n/a
39	Development Services Director	n/a	\$143,554	n/a	n/a	n/a	\$143,554	n/a
40	Economic Development Director	n/a	\$138,645	n/a	n/a	n/a	\$138,645	n/a
41	Utilities Director	n/a	\$134,282	n/a	n/a	n/a	\$134,282	n/a

Summary of Salary Data Comparisons

The following table summarizes current actual salaries for Department Directors against the actual salaries of the comparator market:

Bench ID	Benchmark	QC Base Salary	Combined: 60th % Base Salary	% Diff
39	Development Services Director	\$120,253	\$143,554	-19.4%
40	Economic Development Director	\$108,584	\$138,645	-27.7%
38	Fire Chief	\$116,000	\$150,075	-29.4%
20	Human Resources Director	\$108,710	\$130,104	-19.7%
41	Utilities Director	\$113,891	\$134,282	-17.9%

Summary of Salary Data Comparisons

Seven (7) individual jobs' range midpoints are significantly misaligned with the market, as detailed below:

Benchmark	QC Range Midpoint	Combined: 60th % Base Salary	% Diff
Town Engineer	\$96,857	\$130,419	-34.7%
Recreation Superintendent	\$79,715	\$103,057	-29.3%
Engineer	\$70,783	\$88,297	-24.7%
App & Desktop Support Analyst	\$66,817	\$80,658	-20.7%
Park Ranger	\$41,066	\$48,186	-17.3%
Field Ops Superintendent	\$79,715	\$92,859	-16.5%

Salary Data Recommendations

- The proposed non-sworn pay structure, which takes into consideration internal alignment and external market data, maintains the existing width of the pay ranges from 35% (entry level non-exempt) to 64% (management).
- Proposed range mid-points for the non-sworn pay structures were developed based on the **median actual rates** of pay in the market.
- The proposed Sworn Fire pay structure range spreads also maintain existing range spreads of 22% to 42%.
- Proposed sworn pay ranges were developed based on the median salary **range maximum** of comparator organizations.

Salary Data Recommendations

Proposed Pay Structure (Non-Sworn) Using Existing Range Spreads:

DBM	Range Min	Range Mid	Range Max	Spread
A11	\$23,694	\$28,433	\$33,172	40%
A12	\$28,194	\$33,390	\$39,537	40%
A13	\$32,636	\$38,348	\$44,059	35%
B21	\$36,019	\$42,322	\$48,626	35%
B22	\$38,553	\$45,300	\$52,047	35%
B23	\$41,087	\$48,277	\$55,467	35%
B24/B31	\$43,621	\$51,254	\$58,888	35%
B25/B32	\$46,155	\$54,232	\$62,309	35%
C41	\$59,891	\$72,468	\$85,045	42%
C42	\$62,967	\$76,190	\$89,412	42%
C43	\$66,042	\$79,911	\$93,780	42%
C44/C51	\$69,118	\$83,633	\$98,148	42%
D61	\$85,014	\$102,866	\$120,719	42%
D62	\$86,605	\$107,824	\$129,042	49%
D63	\$90,225	\$112,781	\$135,337	50%
D64/D71	\$95,573	\$118,989	\$142,404	49%
E81	\$103,625	\$132,640	\$161,655	56%
E82	\$111,417	\$139,272	\$167,126	50%
E83	\$117,458	\$146,235	\$175,012	49%
E84/E91	\$116,323	\$153,547	\$190,770	64%

Proposed Pay Structure (Non-Sworn) Using Proposed Graduated Range Spreads:

DBM	Range Min	Range Mid	Range Max	Spread
A11	\$24,198	\$28,433	\$32,668	35%
A12	\$28,194	\$33,390	\$39,537	35%
A13	\$32,636	\$38,348	\$44,059	35%
B21	\$35,269	\$42,322	\$49,376	40%
B22	\$37,750	\$45,300	\$52,850	40%
B23	\$40,231	\$48,277	\$56,323	40%
B24/C51	\$42,712	\$51,254	\$59,797	40%
B25/C52	\$45,193	\$54,232	\$63,270	40%
C41	\$59,157	\$72,468	\$85,778	45%
C42	\$62,196	\$76,190	\$90,184	45%
C43	\$65,234	\$79,911	\$94,589	45%
C44/C51	\$68,272	\$83,633	\$98,994	45%
D61	\$82,293	\$102,866	\$123,440	50%
D62	\$86,259	\$107,824	\$129,388	50%
D63	\$90,225	\$112,781	\$135,337	50%
D64/D71	\$95,191	\$118,989	\$142,786	50%
E81	\$104,031	\$132,640	\$161,248	55%
E82	\$109,233	\$139,272	\$169,311	55%
E83	\$114,694	\$146,235	\$177,776	55%
E84/E91	\$118,113	\$153,547	\$188,981	60%

Salary Data Recommendations

Proposed Sworn Fire Pay Structure*

	DBM	MIN	MID	MAX	Spread
Firefighter	F22	\$46,456	\$56,169	\$65,881	42%
Fire Engineer	F23	\$64,736	\$71,857	\$78,978	22%
Fire Captain	F41	\$72,828	\$80,839	\$88,850	22%
Battalion Chief	F51	\$83,242	\$101,139	\$119,036	43%

* Range data calculated based on 60th percentile market data + 6.2% to account for Sworn Fire's participation in Social Security (unlike comparator market)

Salary Data Recommendations

- The approximate costs associated with the proposed pay structure that ***maintains current spreads*** is represented in the table below:

	Annual Payroll	Bring-To-Minimum Cost	Cost to Maintain Relative Position in Proposed Range
Full-Time	\$8,868,160	\$133,130	\$662,981
% of Payroll:		1.5%	7.5%

*Costs are reflective of base salaries only and do not include associated benefits costs (ie, legally required benefit payments and related items) or overtime expenditures.

**At the 50th Percentile, BTM costs would be 0.8% of payroll (\$67,682) and Cost to Maintain Relative Position would be 4.7% of payroll (\$416,744).

***BTM represents lowest implementation cost and Cost to Maintain Relative Position represents highest cost.

- The approximate costs associated with the proposed pay structure that ***incorporates graduated spreads*** is represented in the table below:

	Annual Payroll	Bring-To-Minimum Cost	Cost to Maintain Relative Position in Proposed Range
Full-Time	\$8,868,160	\$70,152	\$615,107
% of Payroll:		0.8%	6.9%

*Costs are reflective of base salaries only and do not include associated benefits costs (ie, legally required benefit payments and related items) or overtime expenditures.

**At the 50th Percentile, BTM costs would be 0.6% of payroll (\$50,656) and Cost to Maintain Relative Position would be 4.7% of payroll (\$418,661).

Salary Data Recommendations: Fire Compression

- Compression has occurred in the past 5 years in the Sworn Fire ranks. Pay compression is defined as pay differentials that are too small to be considered equitable.
- In an effort to address compression within this group, it is recommended that the Town implement pay adjustments to Sworn Fire staff based on their respective years of service in their current position.
 - When determining the appropriate amount of salary adjustment, the following items should be considered, in addition to time in position:
 - Performance
 - Budgetary Constraints
 - Overall tenure within the Sworn Fire ranks

Implementation Options

- There are multiple implementation options available to the Town, including (assumes all employees whose current rate of pay is below the proposed minimum are brought to the minimum of the proposed pay range):
 - *Provide increases, subject to budgetary constraints, to employees whose rates of pay fall below the midpoint (job rate) of the proposed salary range in an effort to bring them closer to, but not exceed, the midpoint (job rate) of the pay range. No increases would be implemented to employee's whose rates of pay are at or above the proposed range midpoint (job rate)*;*
 - Provide for a flat percentage increase for employees currently within the range based on current position within the range (ie, X% for those employees in the first quartile; Y% for those employees in the second quartile, etc.);
 - Implement based on a percentage of the 'Cost to Maintain Relative Position in Proposed Range' (ie, implement at 75%);
 - Implement utilizing a multi-year approach, not to exceed 2 years (ie, 70% year 1 and 30% year 2).
- Other implementation options are available and are all dependent upon budgetary constraints.

*Recommended implementation option

Summary of Pay Practices & Benefit Data Comparisons

- Customized data collection forms were created for the Town of Gilbert and City of Tolleson surveys to collect benefits information in conjunction with the salary survey.
- FLA utilized the data collected, where consistent between both surveys, to make comparisons against the Town's benefit offerings.
- FLA reviewed and entered the data collected from participants in the aforementioned surveys.
- FLA followed-up directly with the participants to clarify and validate questionable information reported.

Pay Practice & Benefit Recommendations

- From an aggregate perspective, the Town's benefit program offerings are on par with the comparator market.
- Based on a review of pay practices and benefits data from comparator organizations, no changes are recommended.

Administrative Recommendations

- Salary Structure Review/Updates
 - Annual Updates
 - In order to reflect necessary increases in the minimum and maximum rates appropriate for each job, the salary structure should be reviewed annually. FLA can provide the Town with the average percentage increase for employee salaries and salary structures on an annual basis, or the Town may use a labor market index.
 - It is recommended that the respective starting rates and maximums be increased by a **percentage** that reflects the market trends and the Town's hiring experience. The use of a dollar amount increase would compress the structure over time.
 - Long-Term Updates
 - The Town should reevaluate its overall structure at regular intervals (e.g., 2 to 3 years depending upon market movements) to ensure that its salary levels are consistent with the marketplace.
 - This would involve conducting a market salary study, such as was conducted here, every 2 to 3 years (depending on the economy) to make sure that the Town's pay scales and employee salaries remain competitive.