

COMPENSATION REVIEW

Final Report
June 5, 2019



CareerSource Pinellas Compensation Review

Introduction

In February 2019, hrEdge Consulting was retained by CareerSource Pinellas to conduct a Compensation Review. The review was designed to focus on salary range equity externally, as well as internal structure of position titles. The review included the following deliverables:

- Review of all active positions and recommendations for continued, discontinued, and merged position titles.
- Review of external Compensation Survey Reports and analysis of CareerSource ranges for each position.
- Review of CareerSource Pinellas Compensation versus other Florida CareerSource Compensation Structures.
- Development of new pay structure to include Min-Mid-Max for each Grade and the Spread between Grades.
- Analysis of employee impact and cost of implementation.

Study Methodology

hrEdge Consulting included the following activities in the Compensation Review process:

- Project Kick-Off Meeting to discuss current Compensation Structure, additional Compensation Programs and desired market strategy.
- Compensation Benchmark Surveys were purchased from Willis Towers Watson. Data contained was gathered in April 2019.
- CareerSource Compensation Structures were obtained from Manatee, Polk, and CLM (Citrus, Levy Marion).
- Current positions and their ranges were compared to all external data sources.

Current Compensation Structure

Current Compensation Range Structure

The current Compensation Structure consists of 13 pay ranges numbered between 18 and 38. There is a 60% spread between each range.

Exhibit A illustrates CareerSource Pinellas's current Compensation Structure.

EXHIBIT A

Grade Level	Minimum Salary	Mid Salary (60% Spread)	Max Salary
18	\$ 25,200.00	\$ 32,800.00	\$ 40,300.00
21	\$ 31,700.00	\$ 41,300.00	\$ 50,800.00
22	\$ 34,300.00	\$ 44,600.00	\$ 54,800.00
23	\$ 37,000.00	\$ 48,100.00	\$ 59,200.00
24	\$ 40,000.00	\$ 52,000.00	\$ 64,000.00
25	\$ 43,200.00	\$ 56,100.00	\$ 69,000.00
26	\$ 46,600.00	\$ 60,600.00	\$ 74,600.00
27	\$ 50,400.00	\$ 65,500.00	\$ 80,600.00
32	\$ 74,000.00	\$ 96,200.00	\$ 118,400.00
33	\$ 79,900.00	\$ 103,900.00	\$ 127,900.00
34	\$ 86,300.00	\$ 112,200.00	\$ 138,100.00
35	\$ 93,204.00	\$ 121,176.00	\$ 149,148.00
38	\$ 140,000.00	\$ 182,000.00	\$ 224,000.00

Current Position Hierarchy

CareerSource Pinellas currently operates with 30 distinct job titles. The job titles rank from lowest level of competency required to highest competency required in the following order: **Specialist/Instructor, Specialist II/Technician, Counselor, Manager, Lead, Coordinator, Supervisor, Director, Executive.**

Current Incumbent Pay Grade Placement

CareerSource Pinellas has 60 employees assigned to positions with a specific pay grade. There are 5 employees with position titles that are not assigned to a pay grade. The employees have current salaries below the minimum of the range, at the minimum, at the midpoint, at the maximum of the range and over the maximum. There are also employees in between these points, which could be classified as min-mid (between the minimum and midpoint) of the range and mid-max (between the midpoint and the maximum) of the range. Close to half of the employees are at the minimum of the range with the second largest population between the minimum and midpoint of the range.

Exhibit B and Exhibit C demonstrate the count and percentage of distribution.

EXHIBIT B

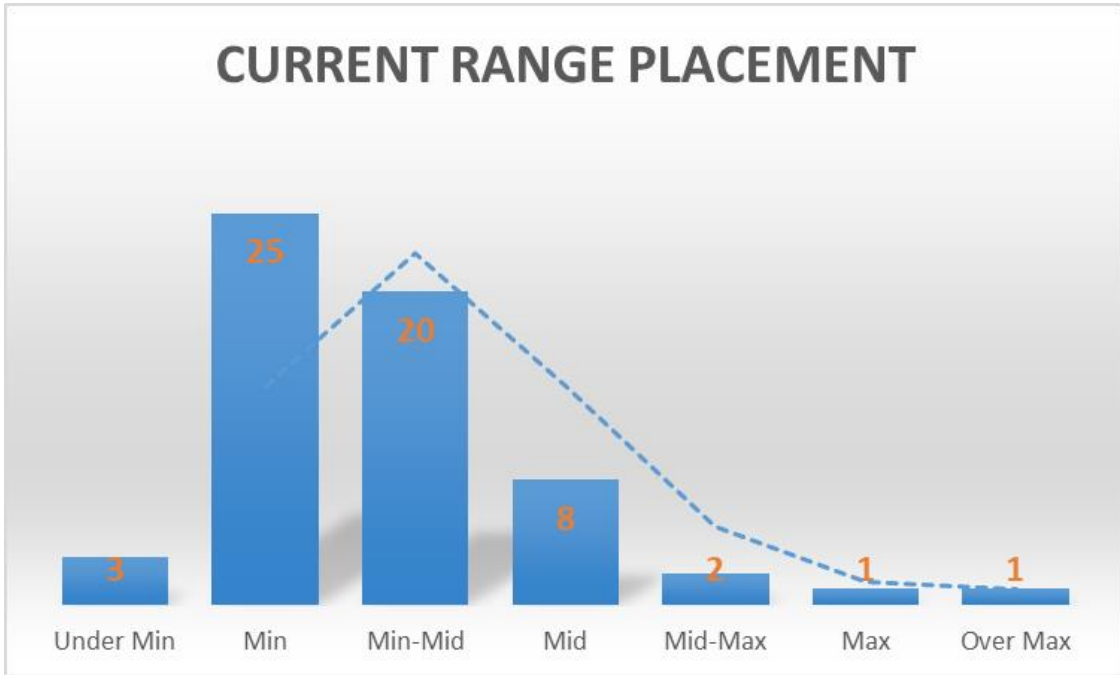
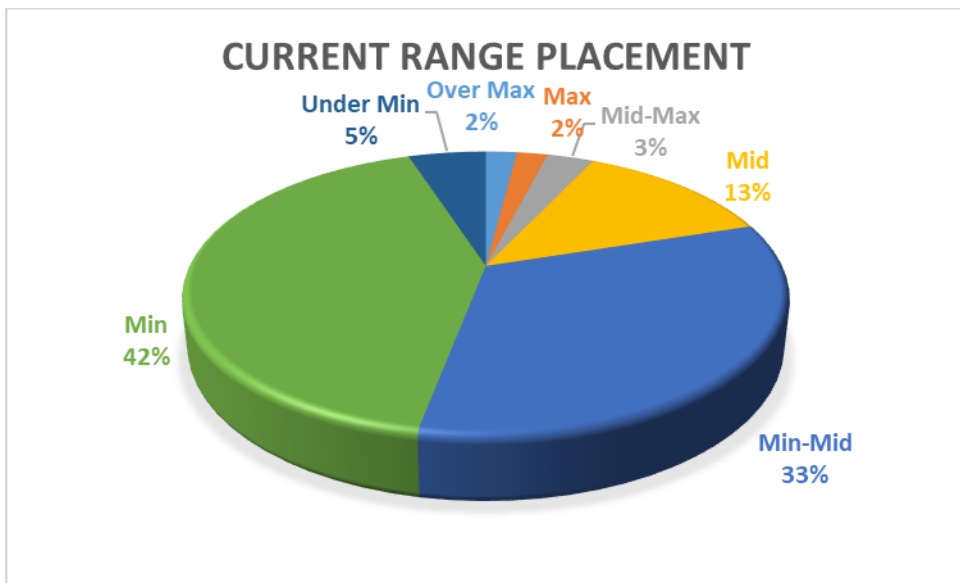


EXHIBIT C



Current Departments

CareerSource Pinellas currently assigns employees to 9 Departments. The following information is a snapshot in time and is intended to provide basic information regarding how employees are distributed among the departments. Please note that Years of Service may include previous intern, contractor and/or other CareerSource tenure.

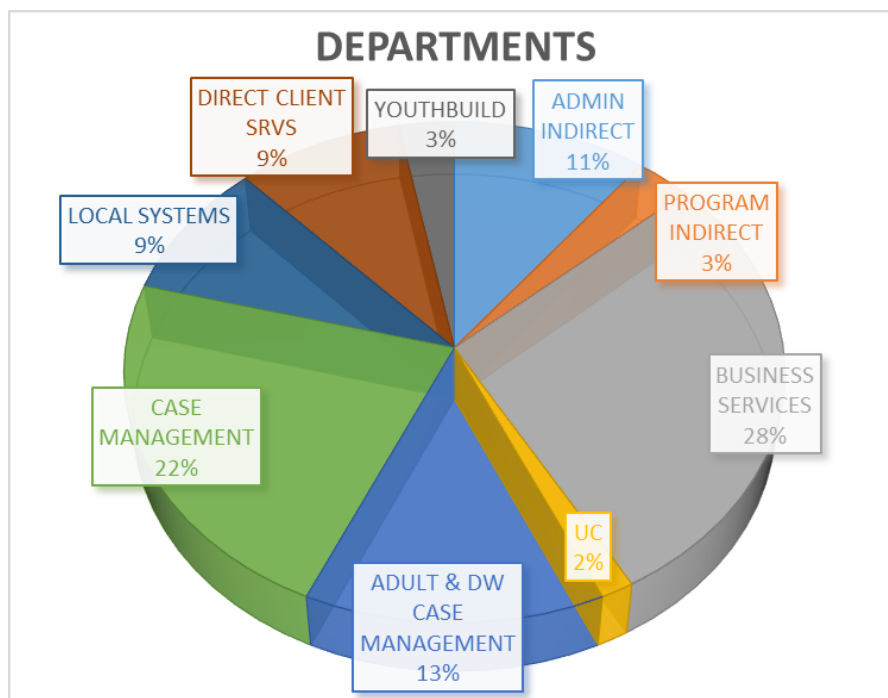
Exhibit D provides information regarding headcount and years of service.

EXHIBIT D

Department	Employees	Years of Service
ADMIN INDIRECT	7	3.75
ADULT & DW CASE MANAGEMENT	9	8.86
BUSINESS SERVICES	19	5.16
CASE MANAGEMENT	15	5.81
DIRECT CLIENT SRVS	6	8.55
LOCAL SYSTEMS	6	9.18
PROGRAM INDIRECT	2	5.30
UC	1	0.60
YOUTHBUILD	2	6.20

Exhibit E provides information regarding Department percentages.

EXHIBIT E



Compensation Review Results Summary

Proposed Salary Range Structure

The current Compensation Structure has a flat 60% spread between all grades. Companies of similar sizes and industries, including CareerSource's, utilize a progressive spread with smaller spreads in the positions with lower competency requirements, and a larger spread in the positions with higher competency. This will allow for growth and promotion from the entry level positions and longevity in the leadership and executive roles. The ranges were designed to cover the current top ranges and backed down to the lower ranges. Grade Levels start below all current wages paid and end two Grades above the current pay ranges. This allow for growth and availability of pay ranges for any new positions created.

Exhibit F outlines the new Salary Range Structure.

EXHIBIT F

2019 Salary Ranges				
Grade Level	Min Salary	Mid Salary	Max Salary	Spread
101	\$30,893	\$35,548	\$40,204	30%
102	\$33,580	\$38,640	\$43,700	30%
103	\$36,500	\$42,000	\$47,500	30%
104	\$39,420	\$45,360	\$51,300	30%
105	\$42,574	\$48,989	\$55,404	30%
206	\$45,979	\$52,908	\$59,836	30%
207	\$49,658	\$59,589	\$69,521	40%
208	\$53,630	\$64,356	\$75,083	40%
209	\$57,921	\$69,505	\$81,089	40%
210	\$62,555	\$75,065	\$87,576	40%
211	\$67,559	\$81,070	\$94,583	40%
212	\$71,110	\$89,027	\$106,945	50%
213	\$76,799	\$96,149	\$115,501	50%
214	\$82,943	\$103,841	\$124,741	50%
215	\$89,578	\$112,148	\$134,720	50%
216	\$96,744	\$121,120	\$145,497	50%
217	\$104,484	\$135,829	\$167,174	60%
218	\$112,843	\$146,695	\$180,548	60%
219	\$121,870	\$158,431	\$194,992	60%
220	\$131,620	\$171,105	\$210,591	60%
221	\$142,149	\$184,794	\$227,438	60%
222	\$153,521	\$199,577	\$245,633	60%

Proposed Job Title Families

The current Position Hierarchy at CareerSource Pinellas was found to be inconsistent with the external data. The most commonly adopted hierarchy ranked job titles from lowest level of competency required to highest competency required in the following order: **Technician, Specialist/Instructor, Career Counselor, Lead, Coordinator, Supervisor, Director, Executive**. The current 30 distinct job titles prohibit cross-training and multi-function positions. Job Title Families allow for employees to cover job duties in more than one area of expertise. In line with the external hierarchy data, like jobs have been grouped into Job Title Families.

Exhibit G outlines the Families and the specialties housed within each Family.

EXHIBIT G

Job Title Family
Technicians - Program, Placement
Instructor - Remedial, Skills, Workshops
Specialist - Placement, Program, Resource, Finance
Business Account Executive
Career Counselor
Instructor, Trades Assistant
Disability Navigator
Lead - Career Counselor, MIS, Business Services, Instructor Trades, Finance, Marketing
Coordinator - Admin, Finance, Program, Projects
Instructor - Trades
Supervisor - Program, Project
HR Business Partner
Director - Projects, Programs
CFO
CEO

Proposed Range Placement

Proposed Job Title Families were analyzed versus the three CareerSource organizations that participated. Proposed Job Title Families were also analyzed versus Wilson Towers Watson Compensation Benchmark Surveys. The Compensation Benchmark Surveys were drilled down to Non-Profit, Less than \$500 Million in the Southeast Region. Most Families were also drilled

down to the Tampa-St. Petersburg-Clearwater market except for the MIS positions. The new families were then slotted into the Grade Level that most closely matched the midpoints of the survey data.

Exhibit H outlines the Job Title Families with their assigned Grade Level and associated Salary Range.

Exhibit H

Job Family Titles						
Job Title Family	Grade Level	Min Salary	Mid Salary	Max Salary	Grade	Exemption
Technicians - Program, Placement	102	\$33,580	\$38,640	\$43,700		
Instructor - Remedial, Skills, Workshops	103	\$36,500	\$42,000	\$47,500	100s	Non-Exempt
Specialist - Placement, Program, Resource, Finance	103	\$36,500	\$42,000	\$47,500	200s	Exempt
Career Counselor	104	\$39,420	\$45,360	\$51,300		
Instructor, Trades Assistant	104	\$39,420	\$45,360	\$51,300		
Disability Navigator	104	\$39,420	\$45,360	\$51,300		
Business Account Executive	105	\$42,574	\$48,989	\$55,404		
Lead - Career Counselor, MIS, Business Services, Instructor Trades, Finance, Marketing	105	\$42,574	\$48,989	\$55,404		
Instructor, Trades	104	\$42,574	\$48,989	\$55,404		
Coordinator , Admin, Finance, Program, Projects	206	\$45,979	\$52,908	\$59,836		
Supervisor - Program, Project	208	\$53,630	\$64,356	\$75,083		
HR Business Partner	210	\$62,555	\$75,065	\$87,576		
Director - Projects, Programs	214	\$82,943	\$103,841	\$124,741		
CFO	219	\$121,870	\$158,431	\$194,992		
CEO	221	\$142,149	\$184,794	\$227,438		

Impact and Cost of Placement

CareerSource Pinellas's 65 employees were slotted with their new Job Title Family and Grade Level. Of the 65 employees, 1 employee was over the maximum of their range and 23 employees were below the minimum of their range. There are 2 employees whose positions have been eliminated. They will be given options to apply for currently available positions.

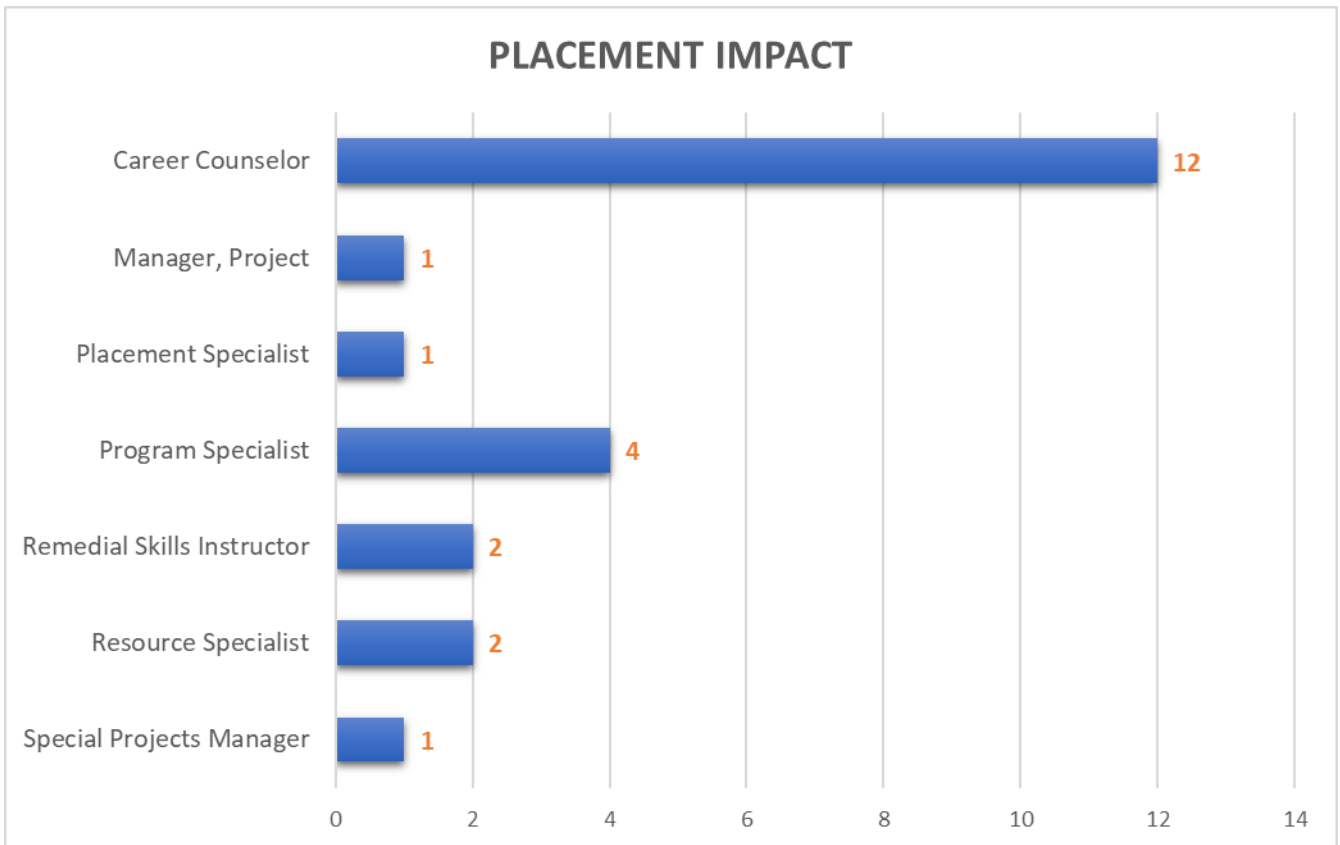
Exhibit I outlines the data for the 23 employees below the minimum of the range. All figures are annualized cost.

EXHIBIT I

Placement Impact	
Smallest Impact	\$ 245.60
Largest Impact	\$ 5,162.40
Average Impact	\$ 2,449.79
Total Impact	\$ 56,345.24

Exhibit J outlines the count of the 23 affected employees by their Current Job Title.

EXHIBIT J



Tenure

In order to begin the move to experience based rates, it is recommended to give an additional increase to those employees with at least 2 years of service whose move to the new pay ranges places their salary within \$1,000 of the minimum of the range. Of the 65 employees, 27 would be eligible for the 2% Tenure Increase.

Exhibit K outlines the data for the 27 employees eligible for the Tenure Increase. All figures are annualized cost.

EXHIBIT K

Tenure Impact	
Smallest Impact	\$ 671.60
Largest Impact	\$ 1,072.60
Average Impact	\$ 773.65
Total Impact	\$ 20,888.53

Conclusion

Based on external market data, it is recommended to adopt the proposed Job Title Family Structure with aligned Pay Grades. It is further suggested to review Pay Grade and Salary Range data for Cost of Living adjustments annually. While every position and/or range will not require updating annually, it is important to remain competitive in the market to avoid recruitment and retention challenges. It is recommended to place incoming employees in the range based on experience, not to exceed current employees with greater experience. Thus, internal equity will be preserved. It is further noted that the current process of offering the annual market increase in the form of a bonus, rather than an increase to base pay, will continue to pull the compensation behind market. It is recommended to move to a base salary increase versus an increase bonus.