



City of Corpus Christi

2013 Market Based Compensation Plan



City of Corpus Christi Compensation Plan

The compensation plan is designed to facilitate external competitiveness and internal equity, enabling the City of Corpus Christi to recruit, develop, reward and retain a qualified and diverse workforce while considering fiscal accountability and financial feasibility.



Challenges

- ❑ Reaction to recruitment and retention issues resulted in several “add pays” not applied consistently across the organization.
- ❑ Union agreements and skilled based pay continued to receive increases, career ladders were frozen and pay increases for general employees were suspended for 4 years
- ❑ Lack of increases and need to respond to market rates caused compression between tenured and new employees
- ❑ Failure to respond to changes in the scope of positions
- ❑ Inconsistent process for reclassifications



12 Current Pay Plans

Plan
100
Skilled Based
Pay

Plan
200
Temporary

Plan
300
Police/Fire
Management

Plan
400
Executives

Plan
500 A
Legal

Plan
500 B
Legal
Non-exempt

Plan 600
Exempt
Professionals

Plan
700
IT
Non-exempt

Plan
800
IT
Exempt

Plan
900
Non-exempt

Plan
1000
Engineering
Non-exempt

Plan
HTH
Health Dist.
Non-exempt



Why a Market Based Plan?

Benefits

- Competitive pay rates enhances the City's ability to recruit and retain talent.
- Motivates employees and provides a process for continued career growth.
- Provides the ability to analyze and react to market movement of jobs.



2013 Market Based Compensation Plan

- Matched current positions to comparable benchmark jobs in the labor market.

- Salary surveys used to conduct market analysis.
 - 1) 15 Texas cities surveys which include approximately 80 positions reported from municipalities.

 - 2) Texas Municipal League captures data from municipalities and non profit organizations.

 - 3) Comp Data survey captures South Central data from Government, healthcare and non-profit.

 - 4) Culpepper surveys that captures market data from all industries.



Market Based Plan Structure

The compensation plan consists of three
Pay Groups

- ❑ **100 Series** – Jobs classified as Non-exempt-overtime eligible.
- ❑ **200 Series** – Jobs classified as Exempt-salaried, not eligible for overtime pay
- ❑ **300 Series** – Jobs classified as Executive.

Ranges and Steps Progression

- ❑ The ranges are established to be approximately 25% above and below the market midpoint
- ❑ 20 steps annual steps to maximum of the range, each step is a 2.5% increase
- ❑ Employees progress through range with annual step increases, if their performance warrants

Implementation Plan

- ❑ In September 2013 bring all employees to the closest step based on their current salary.
- ❑ Beginning October 2013, employees will advance one step on the first pay period following their anniversary date in the position.



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Next Phase- Verifying Classifications

- ❑ If a the job duties and responsibilities changes significantly (40% or more), a Job Analysis Questionnaire (JAQ) is submitted to Human Resources and a job evaluation will be conducted to determine is a pay rate change is warranted.
- ❑ First HR will review jobs flagged during the study, and then systematically review positions to consolidate similar positions, broaden position scope and responsibilities and verify qualifications.



Financial Impact

The anticipated cost of the plan is as follows:

	FY 2013- 2014	FY 2013-2014 Steps
General	\$ 738,000	\$ 757,000
Enterprise	624,000	1,034,000
Internal Service	246,000	297,000
Special Revenue	145,000	97,000
Grants	60,000	71,000

Adequate funds have been budgeted for FY 2014 and the 5 Year Proforma indicates funding will be sufficient for FY's 2015-2018



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Action Plan

- Maintain Market Survey Data for benchmarked positions.
- Conduct Biennial market comparison to maintain a competitive salary structure
- Work with departments on compensation and succession planning issues.
- Continual review of job classifications.



2013 Market Based Compensation Plan

A magnifying glass with a black handle and a silver rim is positioned over the text. The lens is focused on the word "QUESTIONS".

QUESTIONS
And
Answers