



PERSONNEL & BENEFITS COMMITTEE

Friday December 1, 2017 @ 11:00 A.M.

Memorandum

Present: Committee Members, Barb Lamb, Chuck Ford and Michael Shaver also present were Utility Director Drew Williams, Controller Cindy Sheeks, Superintendent Scot Watkins, Collections Supervisor Aaron Strong, Administrative Assistant Maggie Crediford, Consultant R. Kent Irwin, Consultant Lori Seelen both of Waggoner-Irwin-Scheele & Associates.

Barb Lamb called the meeting to order at 11:05 a.m.

PUBLIC COMMENTS

No members of the public were present at the meeting.

COMPENSATION STUDY PRESENTATION

A job classification and compensation summary report has been conducted for Clay Township Regional Waste District by Waggoner-Irwin-Scheele & Associates INC. Mr. R. Kent Irwin and Ms. Lori Seelen presented the data on behalf of the consulting firm. The goal of the study was to gather, review and update job descriptions, as well as to conduct an internal salary analysis pairing classification factor points to current pay schedules. To conduct an external salary analysis and make salary recommendations for placing the various positions into a close correspondence with external labor markets.

JOB CLASSIFICATIONS

The consultants met with CTRWD Administrators to review the history and administration of the existing compensation plan to obtain background information. Employee job questionnaires were conducted to provide supplemental information needed to point-factor each job. As a result, job descriptions were updated. Positions were placed into job categories. A consultant factor evaluation team point-factored the positions using guide charts from the Factor Evaluation System which was developed by the Department of Labor in the 1970's and has been used by governments throughout the United States. Including many counties in the State of Indiana.

Positions are separated into categories so that like positions are only compared to each other. Those categories are:

COMOT (Computer, Office, Machine Operation, Technician)

These jobs include Administrative Assistant, Administrative Support Assistant, Billing Assistant, and Customer Service Assistant.

LTC (Labor, Trades, and Crafts)

These jobs include District Inspector/Locator, Field Operations Specialist, Field Operations Technician, Laborer, Operator, and Project Coordinator/Locator.

PAT (Professional, Administrative, Technological)

These jobs include Chief Operator, Laboratory Coordinator, Pretreatment Compliance Specialist and Utility Billing Specialist.

EXE (Executives)

Collection Superintendent, Controller, District Engineer, Engineering Manager, Plant Superintendent and Utility Director.

RECOMMENDATIONS

- Change the job title of Laboratory Analyst to Laboratory Coordinator.
- Update and re-establish the practice of utilizing the career ladder.
- Five positions below the internal base salary should (at a minimum) be brought up to the internal base salary.

2017 EXTERNAL SALARY ANALYSIS

Salaries and wages paid in the external job markets for each category were obtained from surrounding cities and counties. An analysis was conducted by comparing the external salary information to the CTRWD salaries.

DISCUSSION

The Committee discussed where the District falls compared to the external numbers provided.

Ms. Lamb stated that a goal would be to have employees 5% above the external rate goal to recruit and retain valuable employees.

Mr. Shaver questioned how raises will be handled for people who are currently at the top or above the suggested ranges. Ms. Seelen stated that there could be a one-time performance payment made for that employee.

Mr. Shaver clarified with Mr. Lamb that a reasonable goal would be to be able to pay employees the suggested external market numbers +5% to be competitive. Ms. Lamb indicated that she thought would be a reasonable goal. Mr. Shaver had questions about how raises were factored into the proposed budget that is before the Board. He asked how merit raises and cost of living is factored into the numbers. Ms. Lamb indicated that the 3% shown in the budget would be used for the 1.5% COLA and the merit increase. The amount needed to make the recommended range changes will needed to be determined.

Ms. Seelen stated that merit raises, cost of living increases, and longevity would be separate from what is suggested in the salary adjustments.

Mr. Williams stated that in the past 12 years raises have been strictly merit based. Employees have not been given cost of living increases or longevity pay.

Mr. Shaver, Mr. Ford and Ms. Lamb discussed how the suggestions would be covered in the budget. Barb stated that the 3% increase proposed for 2018 will cover the cost of living increases as well as merit increases. The rest must be allocated, and the Board will need to decide if there is money in other items that would cover the increases or if increases need to be made over time and spread out through the year.

Mr. Shaver stated that it can be an issue when new people are brought in at higher salaries than existing employees.

Mr. Ford said that he would like the Committee to present the Board with a formal written recommendation that employee salaries should be 5% above the external market in next year's budget and to appropriate money to get current employees to that range. He said that employee

salaries should be a priority even if that meant pushing back some projects to reallocate money to fund increases.

Ms. Lamb stated that the goal of the study is to take someone and get them above the minimum of their range close to the midpoint or at the midpoint of the range.

Mr. Shaver asked how many people listed in the study are no longer employed with the District. Mr. Williams stated that one employee is gone and has been replaced.

Ms. Lamb asked Mr. Williams to replace the numbers in the spreadsheet for the former employee with the salary of the new one, so that the numbers will be accurate for the Board.

Mr. Ford and Mr. Shaver agreed that if the budget can be reasonably cut in other areas to get people to the suggested range that would be good.

Mr. Williams was directed to revise the spreadsheet with the new employee information, add columns to show the External Market + 5% and the current years of service.

Meeting Adjourned at 12:25 p.m.

Respectfully submitted,

A handwritten signature in black ink that reads "Andrew Williams". The signature is written in a cursive, flowing style.

Andrew Williams
Utility Director