

BEYOND WAGE STUDIES

Alexandra Sheeks, Principal Associate
Cabot Dow Associates
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About Cabot Dow Associates

- Independently owned human resources consulting firm since 1980 based in Bellevue, WA
- Specialize in public sector collective bargaining, human resource management, and compensation
- Clients primarily in Washington state
- Associates are former public sector human resources professionals

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Outline

1. Compensation Philosophies
2. Nuts and Bolts – Knowing and Consistently Using Terms
3. Models and What They Mean
4. Fixing Problems in Salary Schedules
5. Models to Address Common Issues
6. Problems that Can't Be Fixed through Salary Schedules
7. Concluding Thoughts

Four Pillars of a Sound Compensation Study

01

Have a goal.

02

Comparable
agencies.

03

Accurate
job matches.

04

Commit to
the results.

1. Compensation Philosophies

- A salary schedule is the quantitative representation of your qualitative compensation philosophy.
- At a minimum, define your goal for where you want to be relative to the selected market, expressed as a percentage of the market value, ie median, maximum, percentile, etc., and the role of total compensation.
- What do you mean by “competitive?”



**Welcome to Lake Wobegon,
where all the women are strong,
all the men are good-looking, and
all the children are above average.**

Garrison Keillor

2. Nuts and Bolts – Knowing and Using Terms Consistently

- What is a Salary Schedule?
 - Chart showing positions with corresponding salary ranges
- Salary ranges: spectrum of possible pay for a given position
- Salary range options: open versus steps

Open Ranges versus Steps

Open Range

- More flexibility
- Similar to private sector
- Rewarding performance

Step System

- Consistency between positions
- Financial forecasting
- Internal equity and slotting hard-to-match positions

Minimums, Midpoints, Maximums, and Median

- Salary spread: percentage between the lowest point of the range and the highest point
- Midpoint: really only important if you use an open range and match to market comparability
- Maximum is typically what we're measuring
- Median (aka 50th percentile): usually used in terms of comparability with the market

Adjustments to Salary Schedules

- Cost of-living adjustments (COLAs):
 - Applied to the entire salary schedule, not just select positions
 - Percentage rather than lump sum
- Market adjustments:
 - Applied to positions as the result of compensation study
 - Can sometimes occur simultaneously
- Important to differentiate between the position range versus the position incumbent
 - When we talk about salary schedules, we're talking in general terms
 - Individual salary levels are specific, not dealt with in a salary study, but with performance evaluations

3. Fixing Problems in Salary Schedules

- Compression
 - Generally observed market differences between levels of positions:

Department Director: 100%

Deputy Department Director: 80% - 85%

Mid-Level Managers: 65% - 75%

Supervisors: 45% - 60%

Lead/Analysts: 35% – 50%

Individual contributors: 25% - 40%

- Differences become smaller over time with reclassifications, market adjustments, collective bargaining, etc.

3. Fixing Problems in Salary Schedules

- Inconsistencies
 - New ranges added in over time for new positions that do not maintain even differences between ranges
 - Varying salary spreads (ie 20% min-max in one position, 35% min-max in another)
 - Between employee groups – not necessarily a problem, but there are neighborhood effects
- Schedules that have outlived their compensation philosophies
 - Reactions to specific political problems
 - No one around remembers how the salary schedule got that way
- Recruitment and Retention
 - Bringing new employees in at higher steps
 - Lack of growth at the top

3. Fixing Problems in Salary Schedules

- Funding
 - New ranges added in over time for new positions that do not maintain even differences between ranges
 - Varying salary spreads (ie 20% min-max in one position, 35% min-max in another)
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4. Models to Address Common Issues

- Compression and Inconsistencies
 - Set differences between ranges (Mason County example)
 - Banding (Spokane Library District example)
 - Reevaluate regularly through salary studies
- Recruitment and Retention
 - Vary differences between step lengths (Skagit County example)
 - Vary differences between step increase amount (Oak Harbor example)
 - Adjust the salary spread between minimum and maximum (Anacortes example)

2023 Non-Represented Salary Range Alignment

RANGE	CLASSIFICATION TITLE	JOB CLASS		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
49	County Administrator	3601	Annual Monthly Semi-Monthly	\$ 148,678.73 \$ 12,389.89 \$ 6,194.95	\$ 152,395.70 \$ 12,699.64 \$ 6,349.82	\$ 156,205.46 \$ 13,017.12 \$ 6,508.56	\$ 160,110.71 \$ 13,342.56 \$ 6,671.28	\$ 164,113.63 \$ 13,676.14 \$ 6,838.07	\$ 168,216.19 \$ 14,018.02 \$ 7,009.01	\$ 172,421.56 \$ 14,368.46 \$ 7,184.23	\$ 176,732.18 \$ 14,727.68 \$ 7,363.84	\$ 181,150.48 \$ 15,095.87 \$ 7,547.94	\$ 185,679.25 \$ 15,473.27 \$ 7,736.64
48	Community Development Director Human Resources Director Public Health & Human Services Director Public Works & Utilities Director UnderSheriff	2070 2900 2170 4005 3000	Annual Monthly Semi-Monthly	\$ 122,404.03 \$ 10,200.34 \$ 5,100.17	\$ 125,543.22 \$ 10,461.94 \$ 5,230.97	\$ 128,762.26 \$ 10,730.19 \$ 5,365.09	\$ 132,063.12 \$ 11,005.26 \$ 5,502.63	\$ 135,449.93 \$ 11,287.49 \$ 5,643.75	\$ 138,922.21 \$ 11,576.85 \$ 5,788.43	\$ 142,395.22 \$ 11,866.27 \$ 5,933.13	\$ 145,955.17 \$ 12,162.93 \$ 6,081.47	\$ 149,604.04 \$ 12,467.00 \$ 6,233.50	\$ 153,344.15 \$ 12,778.68 \$ 6,389.34
47	County Engineer	4008	Annual Monthly Semi-Monthly	\$ 104,742.97 \$ 8,728.58 \$ 4,364.29	\$ 107,361.45 \$ 8,946.79 \$ 4,473.39	\$ 109,963.51 \$ 9,163.63 \$ 4,581.81	\$ 112,712.58 \$ 9,392.71 \$ 4,696.36	\$ 115,554.01 \$ 9,629.50 \$ 4,814.75	\$ 118,364.65 \$ 9,863.72 \$ 4,931.86	\$ 121,330.00 \$ 10,110.83 \$ 5,055.42	\$ 124,341.02 \$ 10,361.75 \$ 5,180.88	\$ 127,449.55 \$ 10,620.80 \$ 5,310.40	\$ 130,635.79 \$ 10,886.32 \$ 5,443.16
46			Annual Monthly Semi-Monthly	\$ 102,188.27 \$ 8,515.69 \$ 4,257.84	\$ 104,742.88 \$ 8,728.57 \$ 4,364.29	\$ 107,281.47 \$ 8,940.12 \$ 4,470.06	\$ 109,963.49 \$ 9,163.62 \$ 4,581.81	\$ 112,735.62 \$ 9,394.63 \$ 4,697.32	\$ 115,477.71 \$ 9,623.14 \$ 4,811.57	\$ 118,370.74 \$ 9,864.23 \$ 4,932.11	\$ 121,308.32 \$ 10,109.03 \$ 5,054.51	\$ 124,341.02 \$ 10,361.75 \$ 5,180.88	\$ 127,449.55 \$ 10,620.80 \$ 5,310.40
45	Chief Criminal Deputy	3002	Annual Monthly Semi-Monthly	\$ 99,695.87 \$ 8,307.99 \$ 4,153.99	\$ 102,188.18 \$ 8,515.68 \$ 4,257.84	\$ 104,664.85 \$ 8,722.07 \$ 4,361.04	\$ 107,281.46 \$ 8,940.12 \$ 4,470.06	\$ 109,985.97 \$ 9,165.50 \$ 4,582.75	\$ 112,661.18 \$ 9,388.43 \$ 4,694.22	\$ 115,483.65 \$ 9,623.64 \$ 4,811.82	\$ 118,349.58 \$ 9,862.46 \$ 4,931.23	\$ 121,308.32 \$ 10,109.03 \$ 5,054.51	\$ 124,341.02 \$ 10,361.75 \$ 5,180.88
44	Deputy Director Public Works/Utilities & Waste Mgmt	4010	Annual Monthly Semi-Monthly	\$ 97,299.54 \$ 8,108.29 \$ 4,054.15	\$ 99,732.01 \$ 8,311.00 \$ 4,155.50	\$ 102,179.87 \$ 8,514.99 \$ 4,257.49	\$ 104,734.21 \$ 8,727.85 \$ 4,363.93	\$ 107,295.62 \$ 8,941.30 \$ 4,470.65	\$ 109,970.83 \$ 9,164.24 \$ 4,582.12	\$ 112,719.79 \$ 9,393.32 \$ 4,696.66	\$ 115,542.25 \$ 9,628.52 \$ 4,814.26	\$ 118,430.81 \$ 9,869.23 \$ 4,934.62	\$ 121,391.58 \$ 10,115.96 \$ 5,057.98
43	Chief Jail Chief Public Defender Chief Superior Court Administrator	3003 1160 4650	Annual Monthly Semi-Monthly	\$ 94,918.10 \$ 7,909.84 \$ 3,954.92	\$ 97,290.99 \$ 8,107.58 \$ 4,053.79	\$ 99,666.81 \$ 8,305.57 \$ 4,152.78	\$ 102,158.38 \$ 8,513.20 \$ 4,256.60	\$ 104,649.47 \$ 8,720.79 \$ 4,360.39	\$ 107,281.21 \$ 8,940.10 \$ 4,470.05	\$ 109,941.53 \$ 9,161.79 \$ 4,580.90	\$ 112,705.14 \$ 9,392.09 \$ 4,696.05	\$ 115,522.77 \$ 9,626.90 \$ 4,813.45	\$ 118,410.84 \$ 9,867.57 \$ 4,933.78
42	Central Services Manager	1153	Annual Monthly Semi-Monthly	\$ 92,698.08 \$ 7,724.84 \$ 3,862.42	\$ 95,015.53 \$ 7,917.96 \$ 3,958.98	\$ 97,329.33 \$ 8,110.78 \$ 4,055.39	\$ 99,762.54 \$ 8,313.54 \$ 4,156.77	\$ 102,179.87 \$ 8,514.99 \$ 4,257.49	\$ 104,752.52 \$ 8,729.38 \$ 4,364.69	\$ 107,369.12 \$ 8,947.43 \$ 4,473.71	\$ 110,044.33 \$ 9,170.36 \$ 4,585.18	\$ 112,795.44 \$ 9,399.62 \$ 4,699.81	\$ 115,615.33 \$ 9,634.61 \$ 4,817.31
41	Chief District Court Administrator Jail Lieutenant Patrol Lieutenant Budget & Finance Manager Chief Finance Officer Chief Civil Deputy	1180 3005 3006 1155 2000 3001	Annual Monthly Semi-Monthly	\$ 90,405.04 \$ 7,533.75 \$ 3,766.88	\$ 92,665.11 \$ 7,722.09 \$ 3,861.05	\$ 94,918.10 \$ 7,909.84 \$ 3,954.92	\$ 97,290.99 \$ 8,107.58 \$ 4,053.79	\$ 99,680.73 \$ 8,306.73 \$ 4,153.36	\$ 102,165.47 \$ 8,513.79 \$ 4,256.89	\$ 104,723.22 \$ 8,726.93 \$ 4,363.47	\$ 107,339.82 \$ 8,944.98 \$ 4,472.49	\$ 110,023.31 \$ 9,168.61 \$ 4,584.30	\$ 112,773.90 \$ 9,397.82 \$ 4,698.91
40	Engineering and Construction Manager	4030	Annual Monthly Semi-Monthly	\$ 88,273.66 \$ 7,356.14 \$ 3,678.07	\$ 90,480.50 \$ 7,540.04 \$ 3,770.02	\$ 92,698.08 \$ 7,724.84 \$ 3,862.42	\$ 95,015.53 \$ 7,917.96 \$ 3,958.98	\$ 97,314.19 \$ 8,109.52 \$ 4,054.76	\$ 99,754.97 \$ 8,312.91 \$ 4,156.46	\$ 102,253.87 \$ 8,521.16 \$ 4,260.58	\$ 104,811.37 \$ 8,734.28 \$ 4,367.14	\$ 107,431.66 \$ 8,952.64 \$ 4,476.32	\$ 110,117.45 \$ 9,176.45 \$ 4,588.23
39			Annual Monthly Semi-Monthly	\$ 86,112.98 \$ 7,176.08 \$ 3,588.04	\$ 88,265.85 \$ 7,355.49 \$ 3,677.74	\$ 90,435.07 \$ 7,536.26 \$ 3,768.13	\$ 92,696.12 \$ 7,724.68 \$ 3,862.34	\$ 94,947.89 \$ 7,912.32 \$ 3,956.16	\$ 97,314.19 \$ 8,109.52 \$ 4,054.76	\$ 99,754.97 \$ 8,312.91 \$ 4,156.46	\$ 102,253.87 \$ 8,521.16 \$ 4,260.58	\$ 104,810.21 \$ 8,734.18 \$ 4,367.09	\$ 107,430.47 \$ 8,952.54 \$ 4,476.27
38	County Surveyor DEM/Parks & Trails Manager Facilities Manager Water & Wastewater Manager	4058 2059 2058 4015	Annual Monthly Semi-Monthly	\$ 84,055.11 \$ 7,004.59 \$ 3,502.30	\$ 86,156.45 \$ 7,179.70 \$ 3,589.85	\$ 88,259.01 \$ 7,354.92 \$ 3,677.46	\$ 90,465.60 \$ 7,538.80 \$ 3,769.40	\$ 92,669.02 \$ 7,722.42 \$ 3,861.21	\$ 95,006.50 \$ 7,917.21 \$ 3,958.60	\$ 97,343.25 \$ 8,111.94 \$ 4,055.97	\$ 99,798.44 \$ 8,316.54 \$ 4,158.27	\$ 102,293.40 \$ 8,524.45 \$ 4,262.22	\$ 104,850.73 \$ 8,737.56 \$ 4,368.78
37			Annual Monthly Semi-Monthly	\$ 81,996.99 \$ 6,833.08 \$ 3,416.54	\$ 84,047.05 \$ 7,003.92 \$ 3,501.96	\$ 86,098.08 \$ 7,174.84 \$ 3,587.42	\$ 88,250.46 \$ 7,354.21 \$ 3,677.10	\$ 90,419.93 \$ 7,534.99 \$ 3,767.50	\$ 92,669.02 \$ 7,722.42 \$ 3,861.21	\$ 94,991.85 \$ 7,915.99 \$ 3,957.99	\$ 97,358.14 \$ 8,113.18 \$ 4,056.59	\$ 99,792.10 \$ 8,316.01 \$ 4,158.00	\$ 102,286.90 \$ 8,523.91 \$ 4,261.95
36	Engineer III Road Operations & Maintenance Manager	4033 4231	Annual Monthly Semi-Monthly	\$ 80,041.68 \$ 6,670.14 \$ 3,335.07	\$ 82,042.90 \$ 6,836.91 \$ 3,418.45	\$ 84,055.11 \$ 7,004.59 \$ 3,502.30	\$ 86,156.45 \$ 7,179.70 \$ 3,589.85	\$ 88,259.01 \$ 7,354.92 \$ 3,677.46	\$ 90,478.54 \$ 7,539.88 \$ 3,769.94	\$ 92,743.25 \$ 7,728.60 \$ 3,864.30	\$ 95,064.86 \$ 7,922.07 \$ 3,961.04	\$ 97,441.48 \$ 8,120.12 \$ 4,060.06	\$ 99,877.52 \$ 8,323.13 \$ 4,161.56

Banding Definitions

Primary Duties/responsibilities must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the exercise of discretion and judgment.

Professionals – Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides considerable knowledge.

Supervisors, Managers – Occupations that are designated by the organization for responsibility over staff in a unit/division and have the authority to recommend discipline, to hire or to terminate.

MP1		
Level of Supervision	Receives supervision and oversight from Manager	<u>Supervisor/Manager</u> <ul style="list-style-type: none"> Library Supervisor Library Operations Supervisor
Decision Making	Decisions are guided by policies, procedures and plans	
Impact	Accountable for unit/group/shift work performance	
Experience	0-2 years	
Knowledge & Training	Requires basic knowledge and experience	
Education	Bachelor Degree	
Examples of Duties & Responsibilities	<ul style="list-style-type: none"> Coordinates and supervises the activities of a work group, location Supervises 2 or more staff Sets priorities for team to ensure task completion; coordinates work activities with other supervisors. Coaches assigned staff on performance, completes performance evaluations May perform operations/technical duties as a portion of job duties/responsibilities (spends no more than 40% of time performing work supervised) 	
MP2		
Level of Supervision	Works independently with minimal supervision	<u>Professional</u> <ul style="list-style-type: none"> Communication Specialist Graphic Designer Data/Web Services Administrator ILS Administrator <u>Supervisor/Manager</u> <ul style="list-style-type: none"> Finance & Account Manager
Decision Making	Takes a broad perspective organizational problems; suggests new perspectives/approaches using existing solutions	
Impact	Contributes to the development of functional strategy	
Experience	1-3 years	
Knowledge & Training	Requires in-depth knowledge and experience in profession	
Education	Bachelor Degree	
Examples of Duties & Responsibilities	<ul style="list-style-type: none"> Acts as an administrator and program manager of an organization-wide program, project or discipline Supervises assigned staff Collaborates with colleagues and other Library staff to achieve objectives 	

SKAGIT COUNTY
2023 SALARY STRUCTURE
3.0% COLA - Resolution #20230007
Non-Represented Employees - Exempt

DURATION (MONTHS)		12	12	18	18	18	18	18	18	18	Additional Step 1.00%
RANGE	PAY PERIOD	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
24	HOURLY	\$28.27	\$29.26	\$30.28	\$31.34	\$32.44	\$33.58	\$34.75	\$35.96	\$37.24	\$37.61
	1/2 MONTHLY	\$2,449.96	\$2,536.25	\$2,623.99	\$2,716.11	\$2,811.20	\$2,910.17	\$3,011.48	\$3,116.94	\$3,227.68	\$3,259.94
	MONTHLY	\$4,899.92	\$5,072.50	\$5,247.98	\$5,432.22	\$5,622.40	\$5,820.34	\$6,022.96	\$6,233.88	\$6,455.36	\$6,519.88
	ANNUAL	\$58,799.04	\$60,870.00	\$62,975.76	\$65,186.64	\$67,468.80	\$69,844.08	\$72,275.52	\$74,806.56	\$77,464.32	\$78,238.56
25	HOURLY	\$30.28	\$31.34	\$32.44	\$33.58	\$34.75	\$35.96	\$37.24	\$38.53	\$39.89	\$40.29
	1/2 MONTHLY	\$2,623.99	\$2,716.11	\$2,811.20	\$2,910.17	\$3,011.48	\$3,116.94	\$3,227.68	\$3,339.25	\$3,456.92	\$3,491.49
	MONTHLY	\$5,247.98	\$5,432.22	\$5,622.40	\$5,820.34	\$6,022.96	\$6,233.88	\$6,455.36	\$6,678.50	\$6,913.84	\$6,982.98
	ANNUAL	\$62,975.76	\$65,186.64	\$67,468.80	\$69,844.08	\$72,275.52	\$74,806.56	\$77,464.32	\$80,142.00	\$82,966.08	\$83,795.76
26	HOURLY	\$32.44	\$33.58	\$34.75	\$35.96	\$37.24	\$38.53	\$39.89	\$41.28	\$42.73	\$43.16
	1/2 MONTHLY	\$2,811.20	\$2,910.17	\$3,011.48	\$3,116.94	\$3,227.68	\$3,339.25	\$3,456.92	\$3,577.67	\$3,703.06	\$3,740.11
	MONTHLY	\$5,622.40	\$5,820.34	\$6,022.96	\$6,233.88	\$6,455.36	\$6,678.50	\$6,913.84	\$7,155.34	\$7,406.12	\$7,480.22
	ANNUAL	\$67,468.80	\$69,844.08	\$72,275.52	\$74,806.56	\$77,464.32	\$80,142.00	\$82,966.08	\$85,864.08	\$88,873.44	\$89,762.64
27	HOURLY	\$34.75	\$35.96	\$37.24	\$38.53	\$39.89	\$41.28	\$42.73	\$44.24	\$45.79	\$46.25
	1/2 MONTHLY	\$3,011.48	\$3,116.94	\$3,227.68	\$3,339.25	\$3,456.92	\$3,577.67	\$3,703.06	\$3,833.71	\$3,968.71	\$4,008.42
	MONTHLY	\$6,022.96	\$6,233.88	\$6,455.36	\$6,678.50	\$6,913.84	\$7,155.34	\$7,406.12	\$7,667.42	\$7,937.42	\$8,016.84
	ANNUAL	\$72,275.52	\$74,806.56	\$77,464.32	\$80,142.00	\$82,966.08	\$85,864.08	\$88,873.44	\$92,009.04	\$95,249.04	\$96,202.08
28	HOURLY	\$37.24	\$38.53	\$39.89	\$41.28	\$42.73	\$44.24	\$45.79	\$47.39	\$49.05	\$49.54
	1/2 MONTHLY	\$3,227.68	\$3,339.25	\$3,456.92	\$3,577.67	\$3,703.06	\$3,833.71	\$3,968.71	\$4,107.36	\$4,250.97	\$4,293.47
	MONTHLY	\$6,455.36	\$6,678.50	\$6,913.84	\$7,155.34	\$7,406.12	\$7,667.42	\$7,937.42	\$8,214.72	\$8,501.94	\$8,586.94
	ANNUAL	\$77,464.32	\$80,142.00	\$82,966.08	\$85,864.08	\$88,873.44	\$92,009.04	\$95,249.04	\$98,576.64	\$102,023.28	\$103,043.28
29	HOURLY	\$39.89	\$41.28	\$42.73	\$44.24	\$45.79	\$47.39	\$49.05	\$50.75	\$52.52	\$53.05
	1/2 MONTHLY	\$3,456.92	\$3,577.67	\$3,703.06	\$3,833.71	\$3,968.71	\$4,107.36	\$4,250.97	\$4,398.20	\$4,551.77	\$4,597.30
	MONTHLY	\$6,913.84	\$7,155.34	\$7,406.12	\$7,667.42	\$7,937.42	\$8,214.72	\$8,501.94	\$8,796.40	\$9,103.54	\$9,194.60
	ANNUAL	\$82,966.08	\$85,864.08	\$88,873.44	\$92,009.04	\$95,249.04	\$98,576.64	\$102,023.28	\$105,556.80	\$109,242.48	\$110,335.20

2023 Salary Schedule

Annual
Monthly
Hourly

2023 COLA
2%

Positions				Steps									
				% Change	3.0%	5.0%	5.0%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%
Range	Exempt or Non-Exempt	Title	Department	1	2	3	4	5	6	7	8	9	10
C	Non-Exempt	Permit Tech	Development Svc	\$ 42,228.00	\$ 43,500.00	\$ 45,672.00	\$ 47,952.00	\$ 49,392.00	\$ 50,868.00	\$ 52,140.00	\$ 53,448.00	\$ 54,780.00	\$ 56,148.00
	Non-Exempt	Program Assistant	Senior Center	\$ 3,519.00	\$ 3,625.00	\$ 3,806.00	\$ 3,996.00	\$ 4,116.00	\$ 4,239.00	\$ 4,345.00	\$ 4,454.00	\$ 4,565.00	\$ 4,679.00
	Non-Exempt	Seasonal Laborer	Any department	\$ 20.302	\$ 20.913	\$ 21.958	\$ 23.054	\$ 23.746	\$ 24.456	\$ 25.067	\$ 25.696	\$ 26.337	\$ 26.994
D	Non-Exempt	Accounting Assistant-Cashier	Finance	\$ 46,872.00	\$ 48,276.00	\$ 50,688.00	\$ 53,220.00	\$ 54,816.00	\$ 56,460.00	\$ 57,876.00	\$ 59,328.00	\$ 60,816.00	\$ 62,340.00
				\$ 3,906.00	\$ 4,023.00	\$ 4,224.00	\$ 4,435.00	\$ 4,568.00	\$ 4,705.00	\$ 4,823.00	\$ 4,944.00	\$ 5,068.00	\$ 5,195.00
				\$ 22.535	\$ 23.210	\$ 24.369	\$ 25.587	\$ 26.354	\$ 27.144	\$ 27.825	\$ 28.523	\$ 29.238	\$ 29.971
E				\$ 52,044.00	\$ 53,604.00	\$ 56,280.00	\$ 59,100.00	\$ 60,876.00	\$ 62,700.00	\$ 64,272.00	\$ 65,880.00	\$ 67,524.00	\$ 69,216.00
				\$ 4,337.00	\$ 4,467.00	\$ 4,690.00	\$ 4,925.00	\$ 5,073.00	\$ 5,225.00	\$ 5,356.00	\$ 5,490.00	\$ 5,627.00	\$ 5,768.00
				\$ 25.021	\$ 25.771	\$ 27.058	\$ 28.413	\$ 29.267	\$ 30.144	\$ 30.900	\$ 31.673	\$ 32.463	\$ 33.277
F	Non-Exempt	Permit Coordinator	Development Svc	\$ 54,624.00	\$ 56,268.00	\$ 59,076.00	\$ 62,028.00	\$ 63,888.00	\$ 65,808.00	\$ 67,452.00	\$ 69,144.00	\$ 70,872.00	\$ 72,648.00
	Non-Exempt	Administrative Assistant I	Any department	\$ 4,552.00	\$ 4,689.00	\$ 4,923.00	\$ 5,169.00	\$ 5,324.00	\$ 5,484.00	\$ 5,621.00	\$ 5,762.00	\$ 5,906.00	\$ 6,054.00
	Non-Exempt	Accounting Tech -Utilities	Finance	\$ 26.262	\$ 27.052	\$ 28.402	\$ 29.821	\$ 30.715	\$ 31.638	\$ 32.429	\$ 33.242	\$ 34.073	\$ 34.927
G	Non-Exempt	Paralegal	Legal	\$ 57,396.00	\$ 59,112.00	\$ 62,064.00	\$ 65,172.00	\$ 67,128.00	\$ 69,144.00	\$ 70,872.00	\$ 72,648.00	\$ 74,460.00	\$ 76,320.00
	Non-Exempt	Program Coordinator - Senior Center	Senior Center	\$ 4,783.00	\$ 4,926.00	\$ 5,172.00	\$ 5,431.00	\$ 5,594.00	\$ 5,762.00	\$ 5,906.00	\$ 6,054.00	\$ 6,205.00	\$ 6,360.00
	Non-Exempt	Accounts Payable Tech	Finance	\$ 27.594	\$ 28.419	\$ 29.838	\$ 31.333	\$ 32.273	\$ 33.242	\$ 34.073	\$ 34.927	\$ 35.798	\$ 36.692
	Non-Exempt	HR Specialist-Payroll	Human Resources										
	Non-Exempt	Administrative Assistant II (Secretary)	Any department										
H	Non-Exempt	Code Compliance Officer	Public Works	\$ 60,264.00	\$ 62,076.00	\$ 65,184.00	\$ 68,448.00	\$ 70,500.00	\$ 72,612.00	\$ 74,424.00	\$ 76,284.00	\$ 78,192.00	\$ 80,148.00
	Non-Exempt	SR Administrative Assistant	Any department	\$ 5,022.00	\$ 5,173.00	\$ 5,432.00	\$ 5,704.00	\$ 5,875.00	\$ 6,051.00	\$ 6,202.00	\$ 6,357.00	\$ 6,516.00	\$ 6,679.00
	Non-Exempt	Admin Assist to the Mayor	Mayor	\$ 28.973	\$ 29.844	\$ 31.338	\$ 32.908	\$ 33.894	\$ 34.910	\$ 35.781	\$ 36.675	\$ 37.592	\$ 38.533
I	Non-Exempt	Lead Park Specialist	Public Works	\$ 63,252.00	\$ 65,148.00	\$ 68,400.00	\$ 71,820.00	\$ 73,980.00	\$ 76,200.00	\$ 78,108.00	\$ 80,064.00	\$ 82,068.00	\$ 84,120.00
	Exempt	Finance Office Manager - Utilities	Finance	\$ 5,271.00	\$ 5,429.00	\$ 5,700.00	\$ 5,985.00	\$ 6,165.00	\$ 6,350.00	\$ 6,509.00	\$ 6,672.00	\$ 6,839.00	\$ 7,010.00
				\$ 30.410	\$ 31.321	\$ 32.885	\$ 34.529	\$ 35.567	\$ 36.635	\$ 37.552	\$ 38.492	\$ 39.456	\$ 40.442
J	Non-Exempt	Public Records Officer (PRO)	Legal	\$ 66,420.00	\$ 68,412.00	\$ 71,832.00	\$ 75,420.00	\$ 77,688.00	\$ 80,016.00	\$ 82,020.00	\$ 84,072.00	\$ 86,172.00	\$ 88,332.00
	Exempt	Executive Assist to City Admin or Mayor	Administration or Mayor	\$ 5,535.00	\$ 5,701.00	\$ 5,986.00	\$ 6,285.00	\$ 6,474.00	\$ 6,668.00	\$ 6,835.00	\$ 7,006.00	\$ 7,181.00	\$ 7,361.00
	Exempt	HR Analyst/Civil Service Sec.	Human Resources	\$ 31.933	\$ 32.890	\$ 34.535	\$ 36.260	\$ 37.350	\$ 38.469	\$ 39.433	\$ 40.419	\$ 41.429	\$ 42.467
	Exempt	City Clerk	Admin										
	Non-Exempt	Senior Legal Assistant	Legal										
	Non-Exempt	Senior Paralegal	Legal										

2021 SALARIES		MANAGEMENT & NON-REPRESENTED POSITIONS					Effective 1/1/2021
3% BETWEEN STEPS AND GRADES		2.00% COLA. Increase effective 1/1/2021					updated 8/16/21
1.03	Position Title	Base Period	Step 1	Step 2	Step 3	Step 4	Step 5
Grade	Senior Activity Center Substitute Coordinator	Annual	\$34,423.20	\$35,455.90	\$36,519.57	\$37,615.16	\$38,743.61
SUB		Monthly	\$2,868.60	\$2,954.66	\$3,043.30	\$3,134.60	\$3,228.63
		Hourly	\$16.55	\$17.05	\$17.56	\$18.08	\$18.63
Grade	Medic/Fire Safety Secretary	Annual	\$55,239.12	\$56,896.29	\$58,603.18	\$60,361.28	\$62,172.12
M1		Monthly	\$4,603.26	\$4,741.36	\$4,883.60	\$5,030.11	\$5,181.01
		Hourly	\$26.56	\$27.35	\$28.17	\$29.02	\$29.89
Grade		Annual	\$56,896.29	\$58,603.18	\$60,361.28	\$62,172.12	\$64,037.28
M2		Monthly	\$4,741.36	\$4,883.60	\$5,030.11	\$5,181.01	\$5,336.44
		Hourly	\$27.35	\$28.17	\$29.02	\$29.89	\$30.79

2023 July - December Salary Range

NON-REPRESENTED & MANAGEMENT SALARY SCHEDULE									
Grade	Position		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
M1	Fire Department Administrative Assistant	Annual	\$57,617.05	\$59,921.73	\$62,318.60	\$64,811.35	\$67,403.80	\$70,099.95	\$72,903.95
		Monthly	\$4,801.42	\$4,993.48	\$5,193.22	\$5,400.95	\$5,616.98	\$5,841.66	\$6,075.33
		Hourly	\$27.70	\$28.81	\$29.96	\$31.16	\$32.41	\$33.70	\$35.05
M2		Annual	\$59,345.56	\$61,719.39	\$64,188.16	\$66,755.69	\$69,425.92	\$72,202.95	\$75,091.07
M3		Annual	\$61,125.93	\$63,570.97	\$66,113.81	\$68,758.36	\$71,508.69	\$74,369.04	\$77,343.80
M4		Annual	\$62,959.71	\$65,478.10	\$68,097.22	\$70,821.11	\$73,653.95	\$76,600.11	\$79,664.12
M5	Legal Assistant; IS Technician; IS Network Technician; Library Public Service Manager; Municipal Broadband Network Technician	Annual	\$64,848.50	\$67,442.44	\$70,140.14	\$72,945.74	\$75,863.57	\$78,898.12	\$82,054.04
		Monthly	\$5,404.04	\$5,620.20	\$5,845.01	\$6,078.81	\$6,321.96	\$6,574.84	\$6,837.84
		Hourly	\$31.18	\$32.42	\$33.72	\$35.07	\$36.47	\$37.93	\$39.45
M6	PW Administrative Manager; Executive Assistant; Contract Specialist; Human Resources Assistant; Public Works Administrator	Annual	\$66,793.95	\$69,465.71	\$72,244.34	\$75,134.12	\$78,139.48	\$81,265.06	\$84,515.66
		Monthly	\$5,566.16	\$5,788.81	\$6,020.36	\$6,261.18	\$6,511.62	\$6,772.09	\$7,042.97
		Hourly	\$32.11	\$33.40	\$34.73	\$36.12	\$37.57	\$39.07	\$40.63
M7	Librarian; Librarian-Youth Services; Resource Conservation Manager; Recreation Manager	Annual	\$68,797.77	\$71,549.68	\$74,411.67	\$77,388.14	\$80,483.66	\$83,703.01	\$87,051.13
		Monthly	\$5,733.15	\$5,962.47	\$6,200.97	\$6,449.01	\$6,706.97	\$6,975.25	\$7,254.26
		Hourly	\$33.08	\$34.40	\$35.77	\$37.21	\$38.69	\$40.24	\$41.85

3. Problems that Salary Schedules Won't Solve

- Funding
 - If you can't afford to increase salaries to match the market, you probably have too many people.
 - Communication is key.
 - If you make changes, apply them consistently.
- Topping out
 - This is the nature of public employment.
 - Address longevity goals through variations in step increases, lengths, and premiums.
 - Regular salary studies help keep expectations in check.

What's My Role?

- Set policy.
- Don't make assumptions – test and verify.
- Communicate with staff. Don't make promises you can't keep.
- Insist on consistency.
- Work with HR.
- Examine and reexamine your organizational needs.
- Moral legitimacy in the status quo. *Sumus quod sumus.*



QUESTIONS?