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## *Human Resources*

# **M E M O R A N D U M**

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**TO:** Mayor and Commissioners

**THROUGH:** Terrene R. Moore, ICMA-CM

**FROM:** Duane D'Andrea, Director, Human Resources

**DATE:** September 19, 2022

**SUBJECT:** Department Director Compensation Review and Analysis Considerations

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1. What you had before you for approval at the September 6, 2022 Commission Meeting was the new general employee pay plan that provided job grades and the salary ranges for those job grades.

As you will remember, those grades and ranges were established as a result of the classification and compensation study that was performed by Management Advisory Group, Inc.

All the job grade minimum and maximum salaries increased, allowing for more growth opportunity within each of the grades. In addition, the study recommended salary increases for those employees who are currently below the new minimum, and some salary adjustments for certain employees based on years of service and time in grade.

2. In addition, direction was given at the September 6, 2022, Commission Meeting to provide information concerning department director salaries for consideration.

To summarize the concerns that were expressed:

- A. Police Captains and Assistant Chiefs are scheduled to receive salary increases as a result of compression created by the Lieutenants' Collective Bargaining Agreement.
- B. As a result of these salary increases, some department directors will be paid less than a Police Captain or an Assistant Chief.

Let me address first the increases that are being considered for Police Captains and Assistant Police Chiefs. Our administrative policy (PER-4) requires promoted general employees to receive a 10% increase in salary.

We have two Police Lieutenants who have been selected through the testing and interview process to be promoted to Captain due to two retirements. They will receive a salary increase of 10%, which will bring them to a salary that is 6.8% and 3.2% over their direct reports.

The third Captain has 27 years with the agency and 2 ½ years in the position and therefore should receive an adjustment to place his salary slightly higher than the newly promoted Captain.

These salary separations are less than we would expect based on the pay plan.

There is a 5% salary difference between each of the grade minimums in the new pay plan. Therefore, we would expect salaries to be about 5% higher per grade. But the highest difference between captain and lieutenant in this proposal is 8.2% instead of the 15% that would be expected since there is a three (3) grade difference (Grade 123 – Grade 126) between the two positions. And the Assistant Chief salaries are both less than 5% above the highest paid Captain. The Police Chief would be 6.3% above the longest-tenured Assistant Chief instead of the expected 15% (Grade 127 – Grade 130).

- Police Lieutenant maximum salary is \$146,932 (per CBA), which is close to **Grade 123**
  - Police Captain – **Grade 126**
  - Assistant Chief – **Grade 127**
  - Police Chief – **Grade 130**
3. What you have in front of you (Exhibit 1) is the salary comparison data from several municipalities that shows the maximum salary and actual /average salary of command staff of PD/FD and Department Directors.

Like our pay plan, you can see that several Department Directors have the opportunity to earn more than some in command staff positions. However, it is also significant to note that several Department Directors in these municipalities do not currently earn as much as those in command staff positions.

One of the main reasons for this is what I spoke of at the last commission meeting, which is tenure and time in grade. Simply, the occupants of the command staff positions for the most part have many years (20 – 30) with their municipality, and several have been in their command staff position for 5 or more years.

4. As a result of the direction provided to revisit Department Heads Salaries, we have provided three (3) options that are included for your consideration.
- A. Current Option – this option is the original option that was identified and provides new minimum and maximums to all Department Directors. In addition, an equity adjustment for one Department Director was recommended.
  - B. Option 1 – this option keeps all Directors in the identified job grades. It moves those Directors in job grade 128 to the same salary of the senior Assistant Police Chief. In job grade 127 it moves the salaries of four (4) Directors to the salary of the senior Police Captain. It moves the salary of one Director in job grade 127 up 20 % just slightly below the Captain. It also moves the salary of the Director in job grade 125 up 20%.

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- C. Option 2 – this option keeps all Directors in the identified job grades. It moves those Directors in job grade 128 to the salary of the senior Assistant Police Chief plus 5 %. It moves the salaries of four (4) Directors in job grade 127 to the salary of the senior Police Captain plus 5 %. It moves the salary of one Director in grade 127 up 25 % and it moves the salary of the Director in grade 125 up 25%.