

2023 Compensation & Classification Study Recommendation for Consultant Selection



Angela Branch
Director of Human Resources

Compensation & Classification Study Overview

- Periodic formal review of compensation practices, pay structure, and external market
- Standard practice to engage independent consultant to perform the study
- Begin January to have results for budget planning process in May

Compensation & Classification Study Background

- 2009 – Waters Consulting Group conducted the Township’s first compensation and classification study; established current pay structure
- 2019 – Public Sector Personnel Consultants conducted Township’s second compensation and classification study; minimal adjustments made to structure and salaries
- 2022 – Adopted 2022 budget includes \$65K for third compensation and classification study; study postponed to 2023 due to labor market dynamics following pandemic



Compensation & Classification Study

Purpose

- Align our compensation philosophy and practices with Township goals
 - Attract and retain top talent
 - Support employee development over a career
- Respond to significant changes in labor market since last study in 2019

Compensation & Classification Study

Current Status

- Top employee concerns voiced in focus groups and survey
 - Competitive pay
 - Communications / transparency about study findings
- Selection Team reviewed employee feedback, defined study scope and desired consultant qualifications
 - Angela Branch, Chief Palmer Buck, Karen Dempsey, Chris Nunes, William Pham, Todd Stephens, Nick Wolda



Compensation & Classification Study Scope

- Survey of current job descriptions, job analysis where needed
- Evaluation of all positions (~150 general, 15 fire/dispatch)
- Market salary survey
- Market benefits survey
- Compensation philosophy
- Comprehensive employee communications

Compensation & Classification Study

RFQ Responses

- Request for Qualifications (RFQ) issued September 2022
- Six responses received from qualified firms:
 - CPS HR Consulting
 - Evergreen Solutions, LLC
 - Gallagher
 - JER HR Group
 - Management Advisory Group International, Inc.
 - Paypoint HR, LLC

Compensation & Classification Study

RFQ Responses

- Responses were evaluated and scored by the Selection Team on the following criteria
 - Qualifications & Experience
 - Project Design & Methodology
 - Rates, Fees & Expenses
 - References
- Interviews were conducted with top 3 firms

Compensation & Classification Study Recommendation

- Selection team recommends Evergreen Solutions, LLC
 - Highest aggregate scores across all categories
 - Extensive experience with public sector compensation and classification projects (900+)
 - 60+ projects in Texas, including recent studies for City of Conroe and City of Pearland
- Estimated Cost: \$55,000 - \$65,000
- Estimated Timeline: January 2023 to May 2023



Compensation & Classification Study Board Action

Recommendation to Board of Directors:

Award the proposal for a Compensation and Classification Study to the staff's recommended firm, Evergreen Solutions, LLC, and authorize the President/CEO to execute any related agreements as approved to final form by Township legal counsel.



Questions



Compensation & Classification Study

Current Pay Structure - General

- General Township positions are classified in pay grades within an open range pay structure
 - Pay grade assigned based on job duties, internal equity, market
 - Min, midpoint, max rates for each pay grade determined by market
 - Progression through pay structure by annual increase for all eligible staff as determined by Board of Directors, or promotion

Pay Grade	Pay Frequency	Pay Range			Current Job Title
		Minimum	Midpoint	Maximum	
12	Annual	\$24,436	\$31,128	\$37,821	Recreation Aide
	Monthly	\$2,036.33	\$2,594.00	\$3,151.75	Recreation Aide - Boat House
	Bi-weekly	\$939.85	\$1,197.23	\$1,454.65	
	Hourly	\$11.75	\$14.97	\$18.18	



Compensation & Classification Study

Current Pay Structure - TWFD

- The Woodlands Fire Department fire protection and dispatch positions are classified within a step structure
- Progression through pay structure by attaining requirements for next step, promotion, or annual increase for eligible staff as determined by Board of Directors

January 1, 2022 Annual Rate Schedule*						
Rank	EMT - B Rate	Incentive Rate	EMT - I Rate	Incentive Rate	EMT - P Rate	Incentive Rate
Cadet	\$ 63,411.02					
FF 1	\$ 66,644.71	\$ 69,662.81	\$ 69,939.99	\$ 73,081.28	\$ 73,296.86	\$ 76,622.94
FF 2	\$ 69,939.99	\$ 73,081.28	\$ 73,420.05	\$ 76,746.12	\$ 76,930.91	\$ 80,410.97
FF 3	\$ 73,450.85	\$ 76,807.72	\$ 77,146.49	\$ 80,657.34	\$ 80,842.13	\$ 84,445.37
FF 4	\$ 77,146.49	\$ 80,626.55	\$ 80,996.11	\$ 84,630.16	\$ 84,814.94	\$ 88,633.77

