

## **COVID-19 Sick Leave**

### **Eligibility:**

All current full and part-time employees scheduled but unable to work (or telework) between the dates of January 1, 2021 and December 31, 2021 due to one of the following reasons are eligible for COVID-19 sick leave:

1. The employee is subject to a federal, state, or local quarantine or isolation order related to COVID-19.
2. The employee has been advised by a health care provider to self-quarantine due to concerns related to COVID-19.
3. The employee is experiencing symptoms of COVID-19 and seeking a medical diagnosis.

### **Amount of COVID-19 Sick Leave:**

Eligible employees have up to ten (10) working days of COVID-19 sick leave available to use for qualifying reasons.

For employees with varying hours, one of two methods for computing the number of hours paid will be used:

- If the employee has worked 6 months or more, the average number of hours that the employee was scheduled per day over the 6-month period ending on the date on which the employee takes leave, including hours for which the employee took leave of any type.
- If the employee has worked less than 6 months, the expected number of hours to be scheduled per day at the time of hire.

### **Consecutive COVID-19 Sick Leave.**

Because all other reasons for COVID-19 sick leave could potentially expose an employee or others in the workplace to the virus, once an employee begins taking leave for reasons 1-3 above, the employee must use the permitted days of leave consecutively until the employee no longer has a qualifying reason to take COVID-19 sick leave.

### **Rate of Pay:**

COVID-19 sick leave will be paid at the employee's regular rate of pay.

### **Interaction with Other Paid Leave:**

The employee may use COVID-19 sick leave under this policy before using any other accrued paid time off for the qualifying reasons stated above.

### **Procedure for Requesting COVID-19 Sick Leave:**

Employees must notify their supervisor of the need and specific reason for leave under this policy as soon as possible after the need for the leave arises. A form will be provided

to all employees. Verbal notification will be accepted until practicable to provide written notice.

Documentation supporting the need for leave must be included with the leave request form, including:

- A copy of the federal, state, or local quarantine or isolation order related to COVID-19 applicable to the employee or the name of the government entity that issued the order.
- Written documentation by a health care provider advising the employee to self-quarantine due to concerns related to COVID-19 or the name of the provider who advised the employee.

Once COVID-19 sick leave has begun, the employee and his or her supervisor must determine reasonable procedures for the employee to report periodically on the employee's status and intent to continue to receive COVID-19 sick leave.

During a period of COVID-19 sick leave, the employee must certify that the employee will not work for another employer during what would have been the employee's normal work hours for the Hartsville/Trousdale County Government. An employee who falsely certifies they will not work for another employer during those normal work hours, and does in fact work for another employer, will be subject to discipline under Section VI.

**Employees who have previously tested positive.**

An employee who has previously tested positive for COVID-19 and has since recovered, may receive COVID-19 sick leave if they meet the following requirements:

1. They are showing symptoms of COVID-19; and
2. have consulted a healthcare provider; and
3. no other cause can be found for the symptoms; or
4. the employee tests positive for COVID-19.

The employee must submit written documentation by a health care provider advising the employee to self-quarantine due to concerns related to COVID-19.

**Carryover:**

COVID-19 sick leave under this policy will not be provided beyond December 31, 2021. Any unused COVID-19 sick leave will not carry over to the next year or be paid out to employees and does not count toward retirement calculation for the Tennessee Consolidated Retirement System.

**Exhausted COVID-19 Sick Leave:**

*When the allotted COVID-19 sick leave is exhausted and the employee is still under orders to quarantine, the employee must use accrued leave under the FMLA in our policy. (Placeholder: This needs to be worded better)*

**No Penalty:**

No employee who appropriately utilizes COVID-19 sick leave under this policy will be discharged, disciplined, or discriminated against for work time missed due to this leave.

Please contact Vickie Howard at 615-374-2461 or at [vickie.howard@trousdalecountyttn.gov](mailto:vickie.howard@trousdalecountyttn.gov) with any questions.

Presented  
To  
**Hartsville /  
Hartsville/Trousdale County  
Metropolitan Government  
County  
Metropolitan  
Government**

**A Proposal  
For  
a  
Classification & Compensation  
Study**

Submitted by:  
**Organizational Management Group©**

4110 Beverly Place  
Knoxville, Tennessee 37918  
(865) 363-6366

[lgrussellomg@gmail.com](mailto:lgrussellomg@gmail.com)

Protected Intellectual Information ©

# Introduction

The Organizational Management Group was formally established October 1, 2000. Since being established, the Organizational Management Group has performed many services for public and private sector organizations. These services include, but are not limited to: human resource consulting, development of classification and compensation plans, fringe benefit analysis, strategic planning, organizational assessment and innovation, risk management analysis, surveys and statistical analysis and the development of employee selection and performance evaluation processes. OMG also provides customized management training programs on-site for clients upon request. The Organizational Management Group utilizes a team approach by calling upon associates who possess a variety of knowledge, skills and abilities to produce a customized product that specifically meets the needs of the organization. The individuals utilized for this proposal possess extensive experience in all aspects of human resource administration. The representative authorized to negotiate services and cost for the Organizational Management Group is Larry Russell, President.

Larry Russell, President  
Organizational Management Group

## 1.1 Principal Consultant

Larry Russell will be the Lead Consultant assigned to this Classification & Compensation project. Mr. Russell holds a B.A. Degree in Political Science and a Masters Degree in Public Administration (specialization in Wage and Hour Administration) from the University of Tennessee. He has more than thirty-five years of experience in all facets of Personnel Administration in both the public and private sectors. He was the first Personnel Director for Ruby Tuesday restaurants and served in that capacity for four years. During his tenure as Personnel Administrator for Knoxville's Community Development Corporation (formerly Knoxville Housing Authority), he conducted numerous class/comp studies and developed a national award-winning *Pay for Performance* employee evaluation system. He also served as the Public Housing Program Administrator for KCDC for six years and Program Administrator for Asset Management (multi-family assisted housing) for two years, during which time KCDC received the "High Performer" designation from HUD. During his tenure as public housing administrator, he developed a site-based evaluation program which received national recognition for innovative administrative practices from NAHRO. During his tenure as Program Administrator for Asset Management Mr. Russell successfully completed two major neighborhood revitalization projects utilizing a variety of funding sources including tax credits, HOME funds, etc. Mr. Russell served as an adjunct faculty member for Tusculum College where he taught Introduction to Management, Personnel Administration and Organizational Behavior and Performance. He also conducts local and regional seminars for the University of Tennessee County Technical Advisory Service (CTAS).

## **1.2 Approach utilized for Classification & Compensation**

### **A. Introduction**

In preparation for the Classification and Compensation Study, the Organizational Management Group reviewed the available literature and numerous methodologies available in the field of public administration. The methodology selected for this project reflects the most proven methods and procedures used in the field. With slight variations, the methodology has been used at all levels for both public and private sector organizations for several years and is considered "State of the Art." Our approach will use job content validity methodology with the required documentation needed to satisfy EEOC guidelines as outlined in Chapter XIV, EEOC, 29 CFR 1607 and amendments. During the initial planning stages of the study, the work will be broken down into two portions - position classification/job analysis and compensation survey and analysis. We will establish a realistic timetable in consultation with administrative staff and a discussion of the scope of human resource related activities desired by Hartsville/Trousdale County Metropolitan Government.

### **B. Position Classification/Job Analysis Study - Phase I**

The position classification/job analysis study is the first and most important part of the overall review and update to the human resource function. Phase I of the study will include the allocation of positions to standard classifications and the development of new position (job) descriptions. The primary purpose of a classification system is to develop a method of objectively evaluating jobs. It is designed to ensure that jobs are equitably and comprehensively ranked in relation to one another (internal equity) based on the duties and responsibilities required of the job. A further purpose is to provide a credible and objective system that employees can readily understand and responsible staff can easily apply and maintain.

#### **1. Job Evaluation Plan and Process**

Factor ranking has been selected as the evaluation tool to establish proper internal pay relationships within the organizational structure. Factor ranking is essentially a process of ranking or comparing jobs on a number of evaluation factors. We will derive the factors to be used from a detailed job analysis that will include:

- review of current job descriptions for each classification in the current plan;
- the completion of a position description questionnaire by all employees;
- interviews with employees to determine the duties and responsibilities inherent in their position;
- critical incident interviews with supervisory staff to determine the most important aspects of the job, knowledge and skills required to adequately perform the job and reasons for terminating employees who have failed to adequately perform the job in the past.

We will evaluate each job in relation to other jobs in the compensation plan. This task is

accomplished by reviewing the job in terms of each evaluation factor and comparing it with other jobs for each factor-ranking level. Once the proper evaluation level is selected for the job, we note and record the weighted point score for that level. After we have assigned the job a point score for each factor, a total point score is calculated by adding the relevant factor scores. This total score determines the value of the job in relation to all others. These factors are selected as measures of different and significant aspects of jobs, but also are applicable to all of the jobs studied. The factors are derived from an analysis of job content. As a group, the factors are designed to embody all the important characteristics of an individual job and identify its total scope and character. Positions will be compared with respect to the following factors: Knowledge and Skills required in the position; Impact and Accountability found in the position; Working Relationships required for successful job performance; and Working Conditions encountered on the job. Comprehensive definitions are as follows:

### **Knowledge and Skills (Weight 35%)**

The factor of knowledge and skills measures the level of knowledge and skills required for satisfactory performance of the duties associated with the position. Knowledge and skills reflect the cumulative amount of formal and informal education, training and experience acquired within or outside the organization. Knowledge is the range of information or understanding of a subject or variety of subjects necessary to the function. In addition to the measurable amount of knowledge, consideration is given to the various types required and the extent of detailed understanding necessary for a particular subject.

Skills to be considered are those needed to apply required knowledge or developed abilities to the functions of the position. The types of skills that might be required include:

- The ability to define problems precisely or to identify and combine relevant facts objectively and in perspective;
- The ability to produce new concepts, methods or programs through imaginative and innovative techniques;
- The ability to project concepts and facts and to define the steps necessary to reach objectives;
- Communication skills; and
- Leadership, ability to be persuasive and human relations skills necessary to supervise other employees and to maintain working relationships with others.

In rating positions on this factor, consideration is given to the complexity and difficulty of the demands on the position and the types of skills and knowledge required to achieve objectives, not just to selected credentials (for example, degree, license, etc.) that are required for initial entry to the position.

### **Impact and Accountability (Weight 40%)**

The factor of impact and accountability measures:

- The scope of the job in terms of the relative frequency, complexity and variety of matters on which decisions are required;
- The extent of the job's decision-making latitude or authority to act independently, within limitations of supervision and policy and the effect of possible errors in judgment;
- The opportunity that the responsibilities of the position give to the incumbent to affect or influence results - directly or indirectly - through decisions and actions involving such matters as controlling or reducing costs; preventing injury to fellow employees or non-employees and damage to tools, equipment and materials; protecting, conserving and increasing physical assets and financial resources; and developing and implementing programs, policies and plans necessary to achieve organizational, departmental or unit objectives; and
- The character and extent of guidance - the form of policies, practices and procedures or actual supervision that govern the performance of the work versus the amount of independent action, exercise of judgment, decision-making or planning the job requires without recourse to supervision.

In evaluating the position's responsibility, consideration is given to its direct influence on results. Consideration is also given to the indirect influence that a position can have on results, such as the development of programs or initiation of ideas that will be carried out by others.

### **Working Relationships (Weight 20%)**

The factor of working relationships measures the requirements to meet and deal with others effectively, as indicated by the character, scope and importance of relationships that are necessary for satisfactory performance of the duties associated with the position.

In measuring the working relationships factor, consideration is given to:

- The type and frequency of required contacts with others - that is, whether the matters involved are complex or controversial, or whether considerable tact, diplomacy and persuasiveness are necessary to motivate and influence the thoughts and actions of others;
- The scope of the relationships - that is, whether they are confined within a unit, extend to other units, remain within the organization or extend outside the organization to the general public; and

- The importance of establishing contacts and maintaining effective relationships.

The application of this factor excludes consideration of routine relationships with the incumbent's direct supervisory and subordinate chain of command.

**Working Conditions (Weight 5%)**

The factor of working conditions evaluates conditions and hazards associated with the job as well as its physical demands. Consideration is given to the surroundings or physical conditions under which the job must be performed and the extent to which those conditions make the job disagreeable. Consideration is also given to the probability and severity of injuries to which the employee is exposed, assuming that he/she is exercising reasonable care in observing safety regulations and utilizing required safety equipment.

**2. Allocating the Job to a Skill Level**

The proper skill level for a job is selected after the total weighted point score has been calculated for all factors. The level is determined by comparing the total score of the job with the point score ranges that we have established for each level in the salary structure. The proper distribution of points ensures that classifications of comparable value in the plan are included in the same grade. We design the spread of point values to include jobs of essentially equivalent overall value and to separate jobs of significantly different value. Below is a typical table of point ranges:

<u>Skill Level</u>	<u>Point Range</u>	
	<u>Minimum</u>	<u>Maximum</u>
16	761	-
15	708	760
14	615	707
13	535	614
12	466	534
11	405	465
10	352	404
9	306	351
8	266	305
7	231	265
6	201	230
5	175	200
4	152	174
3	132	151
2	115	131
1	100	114

Note: Point ranges are determined using a progression factor of 1.15 (that is, 1.15 = 115, 115 X 1.15 = 132). The number of skill levels is dependent upon the size and complexity of the organization.

A factor ranking guide will be supplied to Hartsville/Trousdale County Metropolitan Government for future use at the conclusion of the Classification/Compensation Study.

### 3. Position Descriptions

We will develop job descriptions for each classification according to the following criteria:

- a. Class Title is a brief and descriptive designation of the type of work performed.
- b. Nature of Work is a general description of the work with emphasis on those basic factors that distinguish the class from other classes above and below it in the same series, and/or closely related series. Included are such factors as the supervision received and exercised, responsibility and difficulty, hazards and the way in which work is assigned and results reviewed. This section evaluates the class in terms of relative difficulty and responsibility and thereby establishes the level of the class in its overall internal relationship to other classes. It is this section that is the most important in determining the class in which a particular position belongs.
- c. Illustrative Examples of Work are used in order to enable the reader to obtain a more thorough idea of the actual work performed in positions allocated to a class. The list is descriptive but not limiting. It is not intended to describe all the work performed in all positions in the class nor are all examples applicable to all positions allocated to a class. It is possible in the more populated classes that only one portion of one work example will apply to a given position. This section merely serves to illustrate the more typical portions of the job. A position belongs in a class only when it meets the criteria defined and set out by the descriptions as a whole.
- d. Necessary Requirements of Work describes in detail the education and experience that ordinarily gives a person those critical knowledge, abilities and skills necessary for successful performance of the work in a given class. This section does not in any way have reference to the qualifications of the current employees. Although not specifically mentioned, we deem certain qualifications such as honesty, neatness and dependability that we expect of all employees as part of this section.
- e. Necessary Special Requirement(s) is used where requirements limit the practice of a profession or occupation to persons who possess a license or certificate. It also is used to enumerate especially critical physical and other practical requirements for specific classes. Generally, this section lists specific pre-requisites which must be met by applicants for positions in a class before otherwise qualifying. An example might be for the position of driver where a valid state driver's license is required.
- f. Physical Requirements describes in detail the physical abilities required to successfully perform the job and satisfy all ADA requirements.
- g. FLSA Determination A determination will be made for each position classification as to whether or not the job duties are exempt or non-exempt to the overtime provisions of the Fair Labor Standards Act as amended.

## C. Compensation Plan - Phase II

We will undertake a regional salary survey to 1) determine where Hartsville/Trousdale County Metropolitan Government pay rates for certain benchmark jobs stand in relation to the labor market, 2) determine the competitiveness of each organization's starting salaries in relation to those of competing employers, and 3) determine whether any pay adjustments are warranted. Administrative staff will be asked to help identify regional employers and help select the benchmark positions that we should include in the salary survey. We will develop a compensation (pay) plan using the skill level information obtained in the classification phase of the study and the survey results. The overall range between the minimum and maximum rates of pay for each classification surveyed will be divided into quartiles and the bottom twenty five percent and the top twenty five percent will be excluded for comparison purposes. The underlying philosophy is that the employer does not want to compare with the lowest paid employers nor can they afford to compare with the highest paid employers responding to the survey. The proposed salary schedule will be divided into four equal segments (or quartiles). The recommended spread between the minimum and the maximum salaries of a given range (or skill level) will be 50%. This salary structure provides sufficient scope for the rewarding of individual performance. The spread between skill levels (vertical spread) typically will be 10% up to a "to be determined" skill level, then 15% to 20% to the top of the pay schedule. Such a structure (and the corresponding class assignments) allows for the compensation of individuals based on a hierarchy of positions, e.g., supervisor/subordinate relationships. The recommended pay plan is referred to as a broad banded pay structure and typically does not have each salary grade divided into "steps". This approach has proven much more flexible and easier to maintain than "pay step" plans frequently found in public sector approaches to compensation.

### 1.3 Proposed Fee Schedule

- |  |                |
|--|----------------|
| a. Analysis of organizational structure and current positions, preliminary discussions with administrative staff, determination of comparable survey participants, etc.<br>(Estimated at 4 hours @ \$100.00/hr.) | \$ 400.00      |
| b. Review of current job descriptions, Position Description Questionnaires, desk audits, field observations and critical incident discussions with supervisors.<br>(Estimated at 50 hours @ \$100.00/hr.)        | \$ 5,000.00    |
| c. Cost of preparing and/or updating job descriptions for each classification<br>(Estimated at 40 hours @ \$100.00/hr.)  | \$ 4,000.00    |
| d. Cost to conduct salary survey and develop pay schedule<br>(Estimated at 25 hours @ \$100.00/hr.)  | \$ 2,500.00    |
| e. Cost to prepare position factor rating guide for future use.  | included in d. |
| f. Cost to determine implementation costs & alternatives<br>(Estimated at 20 hrs. @ \$100.00/hr.)  | \$ 2,000.00    |

g. Board and/or administrative staff presentations, and additional work not included in the above scope of work. (Estimated at 4 hours @ \$100.00/hr.)	\$ 400.00
h. Travel & sundry expenses	<u>\$ 1,200.00</u>
<b>Total (not to exceed)</b>	<b>\$15,500.00</b>

## **1.4 Equal Employment Opportunity Statement**

The Organizational Management Group's employment practices, including terms and conditions of employment and all contractual relationships are based on the merit principle without regard to race, color, creed, national origin, religion, familial status, sex, age, political affiliation, or physical or mental disability (except where physical or mental requirements are a bona fide occupational qualification). Specifically, employment opportunities and contractual relationships are based solely on an individual's knowledge, skills, and abilities and other job-related capabilities. It is the policy of the Organizational Management Group to assure equal employment opportunities for all individuals. We hereby submit this proposal as of the date below for the development of a classification and compensation plan and related human resource activities. We certify that the information submitted is true and correct, we have never been debarred and/or decertified by any federal, state or local entity and that we are willing and able to serve Hartsville/Trousdale County Metropolitan Government in the capacity proposed. We further allege that the Organizational Management Group is unaware of any existing conflict of interest with any Hartsville/Trousdale County Metropolitan Government employees or elected officials. This proposal constitutes a firm offer that may be accepted at any time within sixty (60) days from January 1, 2021. A separate agreement for service will be submitted if this proposal is accepted.

## **1.5 Projected Timeline**

The completion of a comprehensive classification/compensation plan for a County Government is dependent upon a number of variables including scope of the survey, availability of County staff to conduct interviews, timing of County Commission committees & meetings, etc. Upon initiation of the project a reasonable expectation would be the completion of the project within four months.

## **1.6 Expectations of the County**

The County, with the guidance of Organizational Management Group, will be primarily responsible for the identification of needs, the distribution of documents, data collection and ensuring the availability of staff as necessary to carry out the tasks identified in the binding agreement.

## **Organizational Management Group©**

---

Larry Russell, President

Date

## Client References

East Tennessee Human Resource Agency (ETHRA)

Ms. Sandy Patterson, Human Resources Director

9111 Cross Park Drive, Suite D-100

Knoxville, TN 37923

1(865) 691-2551

Completed a Classification/Compensation Study - April 1997

Updated the agency pay plan – July 2003

Currently on retainer

Southeast Tennessee Human Resource Agency (SETHRA)

Ms. Lois Minton, Assistant Executive Director

215 Rankin Avenue South

Dunlap, TN 37327

1(423) 949-2191

Completed a Classification/Compensation Study - September 1997

Loudon County Government

Mr. George Miller, County Mayor (former)

P.O. Box 246

Loudon, TN 37774-1042

1 (865) 458-4664

Completed a Classification/Compensation Study – April 1998

Morristown Housing Authority

Ms. Marilyn Medley, Executive Director

P.O. Box 497

600 Sulphur Springs Road

Morristown, TN 37815

1(423) 586-5115

Completed a Classification/Compensation Study, revised Personnel Policies, and instituted a Pay for Performance Employee Evaluation Program - February 2000

Conducted a Utility Allowance Study and 504 Accessibility Study – March 2001

Currently updating the Classification/Compensation Plan and Personnel Policies

Jefferson County Board of Education

Mr. Ken Scott, Superintendent (former)

P.O. Box 190, 1221 Gay Street

Dandridge, TN 37725

1(865) 397-3194

Completed a Classification/Compensation Study - June 2000

Hamblen County Government

Mr. Bill Brittain, County Mayor

511 West 2<sup>nd</sup> North St.

Morristown, TN 37814

1 (423) 586-1931  
Completed a Classification/Compensation Study - February 2001  
Developed Personnel Policies and Procedures Manual – May 2001  
Updated the pay plan - June 2004  
Updated the pay plan – June 2007  
Currently on retainer

Housing Authority of Richmond Kentucky  
Ms. Shirley Hacker, Executive Director  
502 Ellis Court  
P.O. Box 786  
Richmond, KY 40476-0786  
1 (859) 623-5968  
Revised Personnel Policies and Procedures and conducted a Classification/Compensation Study –  
June 2001

Loudon Housing Authority  
Ms. Lori Everett, Executive Director  
P.O. Box 397  
Loudon, TN 37774  
1 (423) 458-2061  
Revised Personnel Policies and Procedures – October 2001  
Completed a Classification/Compensation Study and developed a Pay for Performance Employee  
Evaluation program– July 2001

McMinn County Government  
Mr. John Gentry, County Mayor  
6 East Madison Avenue  
Athens, TN 37303  
1 (423) 745-7634  
Completed a Classification/Compensation Study – August 2001

Dayton Housing Authority  
Ms. Lisa Bonadio, Executive Director  
270 Railroad St.  
P.O. Box 257  
Dayton, TN 37321  
1 (423) 775-1871 ext. 227  
Revised Personnel Policies and Procedures and completed a Classification/Compensation Study –  
May 2002

Omni Visions, Inc.  
Mr. Jim Henry, President  
101 Lea Avenue  
Nashville, TN 37210  
1 (615) 726-3603  
Completed a Classification/Compensation Study – December 2002  
Developed a Pay for Performance evaluation system – August 2003

Cleveland Housing Authority  
Mr. Paul A. Dellinger, Executive Director  
P.O. Box 2846  
450 Walker Street, N.E.  
Cleveland, TN 37311  
1 (423) 479-9650  
Revised Personnel Policies and Procedures and completed a Classification/Compensation Study –  
May 2002  
Developed a Pay for Performance Employee Evaluation Program – June 2002  
Coordinated the selection of Executive Director – March 2005  
Currently on retainer

Knox County Housing Authority  
Mr. William G. “Bo” Pierce, Executive Director (former)  
6333 Pleasant Ridge Road  
Knoxville, TN 37921  
1 (865) 637-7942  
Completed a Classification/Compensation Study – March 2003

Greene County Government  
Mr. Kevin Morrison, County Mayor  
204 North Cutler Street, Suite 206  
Hartsville/Trousdale County Metropolitan Governmentville, TN 37745  
1 (423) 798-1766  
Completed a Classification/Compensation Study - April 2003  
Currently completing another Classification/Compensation study

Claiborne County Government  
Mr. Virgil L. Herrell, County Mayor (former)  
P.O. Box 318  
Tazewell, TN 37879  
1 (423) 626-5236  
Completed a Classification/Compensation Study – May 2003

Hillcrest Healthcare  
Ms. Teri Webster, President & CEO  
5321 Tazewell Pike  
Knoxville, Tennessee 37918  
1 (865) 342 – 2069  
Completed a Classification/Compensation Study – July 2003

Mid-Cumberland Human Resources Agency  
Ms. Jane Hamrick, Executive Director  
P.O. Box 111419  
Nashville, TN 37222-1419  
1 (615) 850-3917  
Completed a Classification/Compensation Study – November 2003

Developed a Pay for Performance Employee Evaluation Program – June 2005

Southwest Human Resource Agency  
Mr. Franklin Smith, Executive Director (former – currently County Mayor for Haywood County)  
1527 White Avenue P.O. Box 264  
Henderson, Tennessee 38340-0264  
1 (731) 989-3879  
Completed a Classification/Compensation Study – February 2004

Southwest Tennessee Development District  
Evelyn Robertson, Executive Director  
27 Conrad Drive, Suite 150  
Jackson, Tennessee 38305-2850  
1 (731) 668-6417  
Completed a Classification/Compensation Study – May 2004

Haywood County Government  
Mr. Franklin Smith, County Mayor  
Courthouse  
1 North Washington  
Brownsville, Tennessee 38012  
1 (731) 772 – 1432  
Completed a Classification/Compensation Study – June 2004

Town of Greeneville  
Mr. Darrell M. Bryan, Mayor  
200 North College Street  
Greeneville, Tennessee 37745  
1 (423) 639 – 7105  
Completed a Classification/Compensation Study – July 2004

Sevier County Government  
Mr. Larry Waters, County Mayor  
125 Court Avenue, Suite 205E  
Sevierville, Tennessee 37862  
1 (423) 774 – 3615  
Completed a Classification/Compensation Study – April 2005

Claiborne County Emergency Communications District, Inc.  
Mr. Roger Hager, Executive Director  
P.O. Box 911  
Tazewell, Tennessee 37879  
1 (423) 626-5339  
Completed a Classification/Compensation Study – September 2005

Columbia Housing Authority  
Mr. Trent Ogilvie, Executive Director  
201 Dyer Street

Columbia, Tennessee 38402  
1 (931) 446 – 3868  
Completed a Classification/Compensation Study – December 2005  
Developed a Pay for Performance Employee Evaluation Program (June 2006)

Jefferson County Emergency Communications District  
Mr. Marcus T. Reed, Sr., Executive Director  
112 West Broadway Blvd.  
Jefferson City, Tennessee 37760  
1 (865) 475-4911  
Completed a Classification/Compensation Study – March 2006

Jefferson County Government  
Mr. Gary Holiway, County Mayor (former)  
P.O. Box 710  
Dandridge, Tennessee 37725-0710  
1 (423) 397 – 3800  
Completed a Classification/Compensation Study – March 2006  
(Currently awaiting implementation)

Gatlinburg Tennessee  
Ms. Cindy Ogle, City Manager  
P.O. Box 5, U.S. Highway 321 East  
Gatlinburg, Tennessee 37738  
1 (865) 436-1403  
Completed a Classification/Compensation Study – June 2006

Mid-East Community Action Agency  
Jerry Johnson, Executive Director  
141 Odd Fellows Cemetery Road  
Rockwood, Tennessee 37854  
1 (865) 354-0450  
Completed a Classification/Compensation Study – August 2006

Sullivan County Government  
Mr. Larry Bailey, Director of Accounts & Budgets  
3411 Highway 126, Suite 202  
Blountville, Tennessee 37617  
1 (423) 323 – 6409  
Completed a Classification/Compensation Study – December 2006

Jefferson City, Tennessee  
Mr. John Johnson, City Manager  
P.O. Box 590  
112 West Broadway  
Jefferson City, Tennessee 37760  
1 (865) 475-9071  
Completed a Classification/Compensation Study – April 2007

Updated Class/Comp Plan 2012, 2017

Cocke County Government

Ms. Anne Williams, Director of Finance

360 East Main Street, Courthouse Annex, Suite 142

Newport, Tennessee 37821

1 (423) 623-8791

Completed a Classification/Compensation Study – June 2007

Fort Mill Housing Authority

Mr. L. Thomas Rowe, Chief Executive Officer

105 Bozeman Drive

Fort Mill, South Carolina 29716

1 (803) 547-6787

Completed a Classification/Compensation Study – July 2008

Developed a Merit Based Employee Evaluation System – July 2008

Updated Personnel Policies and Procedures – July 2008

Updated Classification/Compensation Plan & Personnel Policies – July 2019

Martin Housing Authority

Mr. Brian Harris, Executive Director

134 East Heights Drive

Martin, Tennessee 38237

1 (731) 587-3186

Completed a Classification/Compensation Study – August 2008

Developed a Merit Based Employee Evaluation System – August 2008

Updated Personnel Policies and Procedures – August 2008

Maury County Government

Attn: Ms. Dana Gibson, HR Director

41 Public Square

Columbia, Tennessee 38401

1 (931) 375-2400

Completed a Classification/Compensation Study – August 2008

Under contract July, 2009 – June 2018

Updated the entire Classification/Compensation Plan – August 2019

The Housing Authority of Anderson, SC

Ms. Becky Holmes, Executive Director

1335 East River Street

Anderson, South Carolina 29624

1 (864) 260-5132

Completed a Classification/Compensation Study – August 2009

Charleston Housing Authority

Mr. Don Cameron, Chief Executive Officer

550 Meeting Street

Charleston, South Carolina 29403

1 (843) 720-3971

Completed a Classification/Compensation Study – August 2009

Developed a “Pay for Performance” Program – August 2010

Extensive Management Training – 2011-2012

Beaufort Housing Authority

Mr. Edward Boyd, Executive Director

1009 Prince Street

P.O. Box 1104

Beaufort, South Carolina 29901

1 (843) 525-7059

Completed a Classification/Compensation Study – October 2009

Updated Personnel Policies and Procedures – January 2010

Morgan County Government

Ms. Becky Ruppe, County Mayor (former)

Morgan County Courthouse

Wartburg, Tennessee 37887

1 (423) 346-6288

Completed a Classification/Compensation Study – June 2010

Morgan County Board of Education

Mr. Edward Diden, Superintendent of Schools

136 Flat Fork Road

Wartburg, Tennessee 37887

1 (423) 346-6214

Completed a Classification/Compensation Study – June 2010

City of Rockwood

Ms. Becky Ruppe, City Manager

110 North Chamberlain Avenue

Rockwood, Tennessee 37854

1 (865) 354-0611

Completed a Classification/Compensation Study – June 2014

Rockwood Water, Sewer & Gas

Ms. Kimberly Ramsey, General Manager

116 North Church Road

Rockwood, Tennessee 37854

1 (865) 354-4221

Completed a Classification/Compensation Study – June 2014

Hawkins County Government

Mr. Melville Bailey, County Mayor

150 East Washington Street, Suite 2

Rogersville, Tennessee 37857

1 (423) 272-7359

Completed a Classification/Compensation Study – June 2014

Monroe County Government  
Attn: Ms. Libby Hicks, Finance Director  
103 South College Street, Suite #9  
Madisonville, Tennessee 37354  
1 (423) 442-9383  
Completed a Classification/Compensation Study – July 2016

Cumberland County Government  
Mr. Nathan Brock, Finance Director  
2 North Main Street  
Crossville, Tennessee 38555  
1 (931) 484-8212  
Completed a Classification/Compensation Study – July 2016

Pigeon Forge, Tennessee  
Attn: Ms. Lois Sutton, HR Manager  
P.O. Box 1350  
Pigeon Forge, Tennessee 37868  
1 (865) 453-9061  
Completed a Classification/Compensation Study – June 2016

Carter County Board of Education  
Attn: Dr. Kevin Ward, Director  
305 Academy Street  
Elizabethton, Tennessee 37673  
Completed a Classification/Compensation Study – June 2017  
1(423) 547-4003

LaFollete Housing Authority  
John Snodderly, Executive Director  
P.O. Box 392  
LaFollette, Tennessee 37766  
1 (865) 523-5287  
Completed a Classification/Compensation Study – August 2017  
Developed a “Pay for Performance” employee evaluation program – March, 2018  
Updated Personnel Policies & Procedures – June, 2018

Marshall County Government  
Attn: Mr. Mike Keny, County Mayor  
1108 Courthouse Annex  
Lewisburg, Tennessee 37091  
1 (931) 359-1279  
Completed a Classification/Compensation Study – August 2018

Cheatham County Government  
Attn: Ms. Shelly Carney, Human Resources Director  
100 Public Square, Suite 115

---

Ashland City, Tennessee 37015

1 (615) 792-2340

Completed a Classification/Compensation Study – August 2019

Lawrence County Government

Ms. Teresa Purcell, Finance Director

202 Deller Street

1 (931) 766-1581

Completed a Classification/Compensation Study – June 2020

December 10, 2020

Vickie Howard  
Administrative Assistant/HR Coordinator  
Office of the Mayor  
Hartsville/Trousdale County Metro Government  
328 Broadway  
Hartsville, TN 37074

Dear Vickie:

As we discussed, Burris, Thompson & Associates is pleased to respond to your request for completing a **Pay and Classification Study** for Hartsville/Trousdale County Metro Government. Below I have summarized our proposed approach to the Study. The scope of the project takes into account that the County's approximately 103 full time and 35 part time/seasonal employees are currently classified into approximately 65 different job titles. Currently, employee wages and salaries are administered in an informal manner though efforts are made to try to offer competitive pay rates.

Completion of the Pay Study is intended to address the following objectives:

- Ensure that the County's pay practices are competitive in order to attract and retain the required talent to provide quality services to citizens.
- Ensure that employees are assigned to the appropriate job title and that their pay reflects the complexity and scope of their job responsibilities.
- Ensure that the County's ability to pay is considered in compensation practices.
- Ensure pay is administered in a fair and equitable manner that is not unduly complicated.
- Provide a systematic basis for County Commissioners to evaluate and address pay funding or other pay related requests from elected officials and department heads.

Accordingly, we propose to perform the compensation consulting services generally outlined below.

## **I. Methodology**

### **A. Fact Finding**

#### **1. County Management Input**

We will seek direction from the County Mayor, human resources, finance staff (and

Commission if necessary) concerning the definition of the competitive labor market for the County, desired positioning relative to that market, pay plan design considerations, affordability, and other related issues. The goal would be to attain general consensus related to Pay Study objectives and parameters that would guide the market data analysis.

## **2. Department Head/Elected Official Interviews**

Burris, Thompson & Associates will interview all department heads and elected officials to review their organizations and obtain feedback concerning current County pay practices. We would also seek information related to anticipated organizational changes that may need to be taken into account. Finally, we would ask for input related to desired pay plan design considerations.

## **3. Employee Input – Focus Groups (Optional)**

We feel that it may be important to obtain input from employees related to the Pay Study. To accomplish this, Burris, Thompson & Associates would conduct a meeting with one or two focus groups, each comprised of 15 to 20 employees representing a cross section of the work force, to obtain feedback related to current County pay practices, job classification approaches, and possibly desired features of a pay plan design.

This is also a good opportunity to communicate County management pay plan concerns and educate employees about various pay plan design issues. Some clients fear that the focus groups involving employees will foster employee dissatisfaction and unrealistic expectations. Our experience is the contrary - providing employees the opportunity to provide input increases their comfort level. It helps employees to better understand the process and accept the results of the study.

## **4. Employee Data**

We anticipate that the County will provide us existing job descriptions in a PDF or Word compatible format and up-to-date employee data in Excel format to include employee names, their office/department, job title, current pay rate, standard weekly work hours (i.e., 37.5, 40, etc.), date of hire, and date in job (if available) for us to use in our analyses.

## **B. Employee Communication**

It will be important to inform employees of the objectives and methodology of the compensation Study. Employee communication will also be important for general acceptance and understanding of the results of the Pay Study. We will work with the County to develop the following:

- Initial announcement and overview of the components of the Pay Study.
- Periodic updates of project status.
- Explanation of the findings and recommendations (probably in a Questions and Answers format).
- Other communications as needed.

## **C. Job Analysis**

### **1. Employee Job Analysis Questionnaires**

Burris, Thompson & Associates will develop a job content questionnaire to facilitate gathering information about all County jobs to aid in updating job descriptions and confirm assignment of employees to appropriate job titles. We will modify a questionnaire we have used in past engagements to reflect the County's desired job description format, development of career paths, determination of FLSA status, or other specific needs. Typically, the questionnaire solicits information related to job duties, decision-making, education, and skill requirements, use of office technology, as well as physical job requirements to support ADA, OSHA, and Workers' Compensation compliance.

The questionnaire would be distributed to all employees for them to complete. Upon completion by employees, supervisors would review and approve/supplement questionnaires. All questionnaires would then be forwarded to Burris, Thompson & Associates.

Burris, Thompson & Associates will review all completed questionnaires.

### **2. Review Job Descriptions**

The County will be responsible for providing existing job descriptions. Burris, Thompson & Associates will review all County job descriptions. (Additionally, as part of the fact finding interviews of department heads, Burris, Thompson & Associates will obtain information concerning the organization of work and primary job duties of all positions.)

### **3. Job Description Revisions**

We will assess the quality of the job descriptions for documenting job duties and requirements and supporting compliance with ADA, Workers Compensation, and other employment related legislation and regulations. We will also identify any inconsistencies between job descriptions and completed employee questionnaires. If any shortcomings in job descriptions become apparent, we will recommend steps the County can take to address them.

If the County desires, Burris, Thompson & Associates can update all job descriptions based on the employee completed job questionnaires and department head/elected official interviews. We will draft/revise job descriptions and submit them to the County for review by elected officials and department heads who may in turn review them with supervisors and employees as determined by the County. We will make revisions based on feedback received.

## **E. Salaries - Market Data and Market Comparison**

### **1. Published Public Sector Data**

Burris, Thompson & Associates will compile comparative public sector wage and salary data for all Trousdale County jobs from available published sources. Sources that we would use include:

- **Burris, Thompson & Associates' 2018 Public Sector Salary Survey.** We will work with Trousdale County to identify a set of 10 to 15 benchmark counties and cities from this database and compile data for these benchmarks from the survey results. If needed, we will solicit data for this survey from any counties/cities that Trousdale County wishes to include as benchmarks but which may not have responded to our original survey request.
- Other data sources that might be provided by the County.

## **2. Published For-Profit Sector Data**

Since counties compete with general business and industry for talent for many of the same kinds of jobs, Burris, Thompson & Associates will compile for-profit sector comparative wage and salary data for all Hartsville/Trousdale County jobs. Sources of for-profit sector data include:

- **Economic Research Institute Salary Assessor**, an extensive computer database updated quarterly that contains data for more than 4,000 job titles, filtered by industry and location. This database would be used for data representing general business and industry in the Trousdale County area.
- **US Bureau of Labor Statistics** - May 2018 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates (Middle Tennessee).

## **3. Determine Market Rates**

For each County job we will compile data from the survey or surveys that contain a job that matches the County's job description. The benchmark salary survey numbers used (i.e., market average, 40<sup>th</sup> percentile, etc.) will be based on the County's desired competitive position in the labor market that was defined by County management. All data will be projected to July 1, 2021 (or other date determined by the County).

For most jobs we are able to identify a public sector data point and a general employer data point from the survey data sources. The average of these two benchmark salaries will represent the **Market Rate** for the job. (If desired by the County, the public sector data could be weighted more heavily than the general employer data.)

Burris, Thompson & Associates will then develop a comparison of current Trousdale County employees' wage and salary rates to the County's desired competitive position (the **Market Rates** determined for County jobs).

## **F. Pay Structure**

Burris, Thompson & Associates will work with the County to develop a recommended Pay Structure. A **Pay Structure** is comprised of **pay grades** and **pay ranges** (or **steps**) and is based on the market data compiled for the County's jobs.

We typically end up with 12 to 18 pay grades. Each pay grade will be assigned a **pay range** or set of **pay steps** (often annual but could be biannual). Burris, Thompson & Associates will work with the County to determine the appropriate number of pay grades, use of pay steps

vs. pay ranges, distance between pay rates from one pay grade to the next, and the size/number of pay steps or pay ranges.

## **G. Job Evaluation (Classification)**

Burris, Thompson & Associates will follow a market-based approach to the **Pay and Classification Study**. Each job will be assigned to a pay grade - jobs with similar market rates are assigned to the same pay grade.

We take steps to ensure that **internal equity** is addressed as well. We accomplish this through meetings with management in which we review all of the job classifications. County management can identify any jobs that might be valued more than how they are typically valued in the market. In addition, it may become apparent that a job here or there should be slotted a grade higher or lower based on established career paths within the County or based on comparisons of job responsibilities and impact to those of other Trousdale County jobs. Often, a better understanding of these jobs results in changes to the market data job matches. In these instances, we can then revise the subsequent pay grade assignments of these 'out of line' jobs.

## **H. Employee Salary Adjustments**

### **1. Implementation of Revised Pay Structure**

Burris, Thompson & Associates will assist the County in determining the method to be used to place employees in the recommended pay range (or pay steps) for their jobs. It may be appropriate to simply adjust employees' salaries to the proposed minimum of the pay range or Step 1 for their job, if currently below, but otherwise not adjust any other employees' salaries.

This does not address any pay compression resulting from moving employees to the minimums, nor does it address any other pre-existing pay compression (e.g., supervisors earning less than subordinates, recent hires paid more than long term employees, etc.) To do so, some methodology for adjusting employee salaries that incorporates consideration of any or all of the following might be developed:

- Current pay rate
- Tenure in job
- Tenure with the County
- Job performance
- Overall relevant experience

Typically, how aggressive such an approach can be is constrained by affordability. We can work with the County to determine an approach that would balance minimizing pay compression and cost.

### **2. General Increases**

Additionally, if appropriate, Burris, Thompson & Associates will recommend a percent of payroll general increase budget based on data related to employers' salary increase budgets for 2020-21 and the position of the County's salaries relative to the market. County budget constraints will also be considered.

### **3. Develop Cost Projections**

Burris, Thompson & Associates will determine the sum of all pay adjustments resulting from:

- Adjustments to minimums
- Adjustments to address pay compression
- General annual increases

We can add the impact on FICA and retirement plan contributions to determine the total cost of implementing the proposed pay plan.

### **I. Elected Official/Department Head Review**

We anticipate that we would review preliminary job classification and employee salary adjustment recommendations with elected officials and department heads to obtain their feedback. Some modifications to job classifications or individual salary increases are likely – usually based on better understanding of the job duties of specific jobs.

### **J. Develop Pay Administration Policy**

Burris, Thompson & Associates will work with the County to develop a pay administration policy as needed to support ongoing administration of the pay plan. We would involve elected officials and department heads in the process to ensure the policy is appropriate for Troup County.

### **K. Implementation Plan**

Burris, Thompson & Associates will assist the County in determining how to best implement the revised pay plan. If affordable, implementing the entire pay plan with all necessary pay adjustments on July 1, 2021, or some other date probably would be appropriate. If the potential cost impact is too great, Burris, Thompson & Associates will help the County explore implementation over a two year (or some other) time frame.

### **L. Final Report of Findings and Recommendations**

Upon completion of the Study, Burris, Thompson & Associates will prepare and present a report of findings and recommendations for discussion with the County. If desired, we could present a summary of the report to the County Commission.

Burris, Thompson & Associates will provide a procedure and guidance for maintaining the pay plan after it is implemented. Included would be how to assign new jobs to a pay grade and how to adjust the pay ranges over time to maintain competitiveness of the pay plan.

To aid in pay plan administration, the following deliverables will be provided in hard copy and in electronic format.

- **Job Table** – contains all jobs, their pay grades and pay steps (or ranges).
- **Pay Structure** – shows all pay grades and their pay step (or ranges).
- **Pay Policy**.

- **Employee Roster** with job titles, recommended job grade and pay steps, and recommended pay adjustments.

## **II. Timetable for Classification and Compensation Study**

Below is a tentative general timetable for completion of the Pay and Classification Study with anticipated completion before April 1<sup>st</sup>, 2021. The timetable is subject to modification to accommodate County staff who would be involved in meetings, interviews, providing feedback, etc.

<b>Tentative Project Timetable</b>	
<b>Project Activity</b>	<b>Time Required</b>
A. Fact Finding (Elected Official/Department Head interviews; focus group)	Two weeks
B. Employee Communications	Ongoing
C. Employee Benefits Review	One Week
D. Job Analysis	
1. Review employee job questionnaires/job descriptions	One Week
2. Revise job descriptions (Optional)	Four Weeks*
E. Market Data – Market Comparison	Two Weeks
F. Pay Structure	One Week
G. Job Evaluation (classification)	One week
H. Employee Salary Adjustments	Two Weeks
I. Department Head Review	Two Weeks
J. Develop Pay Administration Policy	Three Weeks
K. Implementation Plan	One Week
L. Final Report/Presentation	Two Weeks/TBD

\* Applicable if Burris, Thompson & Associates are to revise/update all job descriptions.

Note: some activities will occur simultaneously.

## **III. Fees for Services Rendered**

Our estimated fees for completion of this project are based on our anticipated hours of involvement. Our normal billing rate for the proposed work is \$150 per hour for professional time spent on the project (\$50 per hour for drafting job descriptions).

Below is an estimate of total professional consulting cost for each project phase as outlined in our proposal, including anticipated expenses. We anticipate that the work would require approximately 140 consulting hours and total fees would not exceed \$15,590 (or \$18,150 if drafting new job descriptions is requested by the County).

If the scope of the project is significantly increased by the County from the services outlined above, and our hours significantly exceed the number of hours indicated, we will bill additional hours at the rate of \$150 per hour. Such hours would be subject to County approval in advance. Similarly, our fees will be less if our involvement is less than that specified in our proposal.

Fees are normally billed monthly based on actual project consulting hours incurred. If monthly billings are unacceptable, we can entertain other arrangements.

<b>Anticipated Consulting Fees</b>	
<b>Project Activity</b>	<b>Fees</b>
Fact Finding (Elected Official/Department Head interviews; focus group)	\$ 1,800
Job Analysis (with employee job questionnaires)	
Review job descriptions and questionnaires; minor editing.	\$ 1,800
Optional - Draft new or revised job descriptions ( <i>additional cost</i> )	\$ 2,450
Market Data – Market Comparison	\$ 4,050
Classify Jobs and Develop Pay Structure	\$ 1,200
Employee Salary Adjustments	\$ 1,650
Review with Elected Officials/Department Heads; revisions	\$ 1,950
Develop Pay Administration Policy/Implementation Plan	\$ 600
Employee Communications	\$ 300
Final Report/Presentation of Findings and Recommendations	\$ 1,500
<b>TOTAL FEES</b>	<b>\$14,850 – \$17,300*</b>
<b>Expenses</b>	<b>\$740 - \$850</b>
<b>TOTAL</b>	<b>\$15,590 - \$18,150*</b>

\*Higher number includes drafting of new job descriptions.

\*\*\*\*\*

The signature of a County representative below will indicate agreement with the scope of services outlined above and our estimated fees for the project.

Sincerely,

Steven J. Thompson  
 Vice President

Accepted by

Signature: \_\_\_\_\_  
 Trousdale County Representative

Title: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

# Trousdale County Metro Government

## 2020 Compensation Project

Presented by:  
**Mike Umphres**  
Principal  
Compensation Advantage  
615-406-3280

September 2020

# Trousdale County Metro Government

## 2020 Compensation Project Proposal

### Table of contents

<u>Content</u>	<u>Page</u>
Consultant background	3
Project Objectives	4
Executive Summary of Project Steps	4 – 5
Project Team Roles	6
Detailed Statement of Project Steps	7 - 10
Summary of Consultant Fees	11 - 12

---

## **Consultant background**

**Michael A. Umphres**

### **Experience:**

Michael A. (Mike) Umphres has hands-on compensation program development and administration experience spanning consumer products manufacturing, healthcare, financial services, and telecommunications. Since achieving certification as a Certified Compensation Professional through WorldatWork (formerly known as the American Compensation Association), Mike has continued his development and been re-certified five times.

Across the industries listed, Mike has been involved in the full gamut of compensation activities. In addition to administering base compensation programs, he has implemented and used many methods of position evaluation from point factor (custom designed plans, Hay, and Position Analysis Questionnaire, PAQ) to whole job slotting and market pricing.

Development of compensation programs designed to meet unique business needs have led to Mike's involvement with a variety of pay delivery systems. These include skill-based pay, step progression systems, team incentive programs, sales incentive programs, and dual career path programs.

Since 1994, Mike has been an independent consultant serving clients from Canada to Mexico. Mike led a team of consultants who conducted The Nashville Area Total Compensation Survey, while continuing to serve the needs of his clients.

### **Role:**

Mike will be the primary point of contact for the project. Mike will complete the technical compensation work including sourcing market data, compilation, analysis and summary of the data as well as development of any proposed compensation programs.

Mike will also lead the consultant team in presentations to organization leadership as needed.

# 2020 Compensation Project Proposal

## Project Objective

It is our understanding that Trousdale County Metro Government is interested in a structured compensation program that can help to ensure all employees are paid fairly for their contribution. The goals of the study include:

- ◆ Clearly written compensation statement,
- ◆ Development of current, consistently formatted, and compliant job descriptions,
- ◆ Fair relationship between all jobs,
- ◆ Strong linkage to the market ,
- ◆ Ease of administration to ensure consistent application,
- ◆ All positions are classified and valued fairly based on type of work and level of skill,
- ◆ Ensure that the compensation structure and associated pay delivery practices support the daily operation of Trousdale County Metro Government.

Trousdale County Metro Government has asked for assistance to help ensure that their compensation program meets these goals in a timely manner. To arrive at the optimum compensation program for Trousdale County Metro Government several steps must be accomplished. This proposal describes each step in terms of deliverables and the investment required by Trousdale County Metro Government. However, Trousdale County Metro Government may elect to complete some of the work outlined in each step there by reducing the total investment.

The proposed work includes the understanding that employees of Trousdale County Metro Government will participate in all aspects of the project. Their involvement will be key to the successful completion and implementation of the end products.

## Executive Summary

Consistent with Trousdale County Metro Government goals, Compensation Advantage is prepared to work with you to accomplish each step in the development of a compensation program to meet your future business needs. We believe in collaborative development efforts. We encourage participation of employees and managers in each step of the development process.

To ensure participation by employees we recommend establishing a project team of interested parties from departments across your organization. This team will participate in development discussions but will not be provided individual staff salary information. Roles of the three primary participating groups are described in the Detail of Project Steps (page 7).

The result of the work will include:

- development of a project approach and assign specific responsibilities,
- development of a communication strategy for the project,
- establishment of a Compensation Statement,
- identification of labor market surveys and comparators for use in valuing benchmark jobs,
- assessment of the identified annual (base and base plus bonus) labor market values,
- strong linkage between performance appraisal process, the compensation structure and employee pay,
- development of alternative competitive salary structures,
- cost impact study of each alternative structure,
- consistent and simple methodology for placement of jobs into salary ranges,
- recommended transition approach to move into the selected alternative structure,
- written compensation manual used to describe and administer the new compensation program,
- training program for managers and orientation program for employees on all aspects of the program.

# Trousdale County Metro Government 2020 Compensation Project Proposal

## Executive Summary (continued)

The proposed steps include:

**1. Meet with Organization Leadership – Identify Compensation Strategy**

In discussions with Organization Leadership, identify how they want the compensation program to support the business. Gather input to Compensation Strategy Statement that will be the blueprint of the compensation program. Also, clarify desired competitive labor market, potential participants in the Project Team, and communication strategy for the project.

**2. Develop current job descriptions**

Use information collected from incumbents to prepare current descriptions that thoroughly reflect responsibilities of each job. The descriptions will comply with all current federal and state requirements. These descriptions will be used to:

- Match your jobs to labor market data
- Serve as basis for performance evaluations
- Serve as comparators for slotting new positions into the salary structure.

**3. Assessment of the identified labor market value of jobs**

Collect current market data from multiple sources based on competitive labor markets identified in Compensation Strategy Statement.

Depending on Compensation Strategy, this step may require a unique compensation survey be conducted to assess local market values. After matching Trousdale County Metro Government jobs to the surveyed jobs, identify current position to the market.

**4. Develop alternative competitive salary structures**

Using the assessment of the identified labor market value and internal ranking of jobs to develop alternative salary structures that provide flexibility to maintain desired competitive position over time. Included in this step is development of a simple approach to slotting new jobs into the salary structure and cost impact study for each alternative structure.

**5. Develop and recommend transition approach to selected alternative structure**

Based on the selected alternative structure, develop an approach to transitioning each employee into the approved new compensation program. This detailed statement will specify all of the changes required to implement the new program for each employee (HRIS codes, Title, Base Salary, etc.).

**6. Develop pay practices and Salary Administration Guideline**

Based on Trousdale County Metro Government business needs and industry practices develop a description of how the compensation program will be administered. This document should be a living reference tool for managers and Human Resources.

**7. Manager training and employee orientation for implementation of the new compensation program**

Development of a communication strategy will begin in the first project meeting. This step will provide a communication approach for keeping the organization Leadership, the Project Team and employees informed during the project. The strategy will also cover implementation of the new program and training of managers and orienting all employees. The objective is to manage expectations during program development, and to ensure the revised program is both understood and accepted by staff.

The targeted outcome will be a compensation structure and aligned compensation programs that will provide competitive compensation for Trousdale County Metro Government employees.

# Trousdale County Metro Government

## 2020 Compensation Project Proposal

### Detail of Project Steps

Based on the outline of the project steps shown in the Executive Summary, the project detail steps include; items required of Trousdale County Metro Government, deliverables resulting from the step, and consulting hours estimated to complete the step. A summary of the consulting hours and estimated investment to complete the project is shown on page 11 and 12.

#### Definition of Roles:

**Trousdale County Metro Government Leadership** – County Mayor and Board of Commissioners. These individuals will be asked to provide strategic views used to establish direction for the project. They will also be asked to review, comment, and finally approve recommended program components.

**Trousdale County Metro Government Project Team** – Representatives of multiple functional areas and levels. These individuals will review alternative approaches for each component of the desired compensation program. Working closely with Compensation Advantage consultants, they will assess the alternatives and recommend the preferred course. They will make all project recommendations to Leadership.

#### **Compensation Advantage** – Consultants will:

- Provide agenda and preparatory material for all meetings
- Facilitate all project team meetings
- Provide advice to the Project Team
- Develop current job descriptions
- Analyze market data
- Develop alternative salary structures
- Perform employee impact analysis
- Draft pay practices
- Develop presentation for use in gaining Leadership approval
- Develop communication tools
  - Ongoing project status reports
  - Management training
  - Employee orientation
  - Frequently Asked Questions (FAQ's) for multiple audiences
- Facilitate implementation of management training and employee orientation programs

# Trousdale County Metro Government

## 2020 Compensation Project Proposal

### Detail of Project Steps

The proposed steps include:

**1. Meet with Organization Leadership – Identify Compensation Strategy**

In discussions with Organization Leadership, identify positive attributes and weaknesses of current program. Gather input to Compensation Strategy Statement that will be the blueprint of the compensation program. Also, clarify desired competitive labor market, potential participants in the Project Team, and communication strategy for the project.

**Requirements:**

Opportunity to spend time with each of the Organization Leadership Team

**Deliverables:**

Clear statement of Compensation Philosophy for Trousdale County Metro Government  
List of issues to be addressed in proposed compensation program  
Leadership expectations for proposed compensation program  
List of comparable organizations to be used in the market assessment

**Estimated consulting hours:**

2 hours of meetings  
1 hours of development time

**2. Develop current job descriptions**

Use information collected from incumbents to prepare current descriptions that thoroughly reflect responsibilities of each job. The descriptions will comply with all current federal and state requirements. These descriptions will be used to:

- Match your jobs to labor market data
- Serve as basis for hiring requirements and performance evaluations
- Serve as comparators for slotting new positions into the salary structure.

**Requirements:**

Opportunity to collect job specific information from all employees  
Copies of current job descriptions

**Deliverables:**

Updated job descriptions for each job  
Compliance with state and federal requirements for job descriptions

**Estimated consulting hours:**

**To develop draft Job Descriptions for existing jobs (assuming 60 to 65 distinct jobs)**

12 hours of meetings and 81.75 hours development time (estimate 1.5 hour per job)

# Trousdale County Metro Government

## 2020 Compensation Project Proposal

### Detail of Project Steps (Continued)

The proposed steps include:

#### 3. **Assessment of the identified labor market value of jobs**

Collect current market data from multiple sources based on competitive labor markets identified in Compensation Strategy Statement. After Project Team matches Trousdale County Metro Government jobs to the surveyed jobs, identify current position to the market for benchmark jobs. Also reflect comparison of Administrative Staff pay to pay of represented employees.

##### **Requirements:**

Agreement on Compensation Strategy Statement  
Access to existing labor market information  
Access to employee earnings information

##### **Deliverables:**

Identify survey sources that can best represent Trousdale County Metro Government competitive market  
Match Trousdale County Metro Government jobs to survey jobs  
Develop process for participation in selected surveys for future years  
Analysis of market values for as many positions as possible  
Summary report that reflects compensation of Trousdale County Metro Government jobs compared to the defined labor market

##### **Estimated consulting hours:**

4 hours of meetings  
20 hours of development time

#### 4. **Develop alternative competitive salary structures**

Using the assessment of the identified labor market value and internal ranking of jobs to develop alternative salary structures that provide flexibility to maintain desired competitive position over time.

##### **Requirements:**

Agreement on Compensation Strategy Statement  
Meeting time with Trousdale County Metro Government Leadership to review and discuss alternative structures.

##### **Deliverables:**

Identify Critical Factors used to rank order Trousdale County Metro Government internal value of jobs  
Place all Job Titles in rank order of impact to Trousdale County Metro Government  
Combine market values with rank order to establish a compensation structure (or multiple structures)  
Method to be used to modify the structure, in steps, to desired form over time if needed  
Assessment of individual employee actions needed to implement the alternative structures that will provide an estimated cost to implement.

##### **Estimated consulting hours:**

8 hours of meetings  
40 hours of development time

# Trousdale County Metro Government

## 2020 Compensation Project Proposal

### Detail of Project Steps (Continued)

The proposed steps include:

**5. Develop and recommend transition approach to selected alternative structure**

Based on the selected alternative structure, develop an approach to transitioning each employee into the approved new compensation program. This detailed statement will specify all of the changes required to implement the new program for each employee (HRIS codes, Title, Job Group, Salary Range, Base Salary, etc.).

**Requirements:**

Access to all HRIS coding linked to current compensation program  
Access to Information Systems personnel responsible for HRIS

**Deliverables:**

Recommendation for steps to transition into new compensation program  
Detailed report of changes required to HRIS coding for new compensation program  
List of changes, by employee, required to implement new compensation program.

**Estimated consulting hours:**

4 hours of meetings  
16 hours of development time

**6. Develop pay practices and Salary Administration Guideline**

Based on Trousdale County Metro Government business needs and industry practices, develop a description of how the compensation program will be administered. This Salary Administration Guide will provide strategic as well as tactical explanation for individual salary related actions for use by Human Resources and Managers.

**Requirements:**

Access to all administrative processes currently used  
Access to information related to automated systems used to manage employee pay

**Deliverables:**

A draft of document to be used by Human Resources and Managers to administer employee compensation that includes examples and required guidelines

**Estimated consulting hours:**

4 hours of meetings  
20 hours of development time

# Trousdale County Metro Government

## 2020 Compensation Project Proposal

### Detail of Project Steps (Continued)

The proposed steps include:

- 7. Manager training and employee orientation for implementation of the new compensation program**  
The most critical component of any new program is the communication of the new program prior to implementation. This step will provide a communication approach for implementation of the new program and training of managers and orienting all employees. The objective is for the enhanced program to be understood and accepted by staff.

**Requirements:**

Availability of Trousdale County Metro Government Leadership during development of strategy  
Access to Leadership to review proposed communication tools  
Availability of all managers to participate in the training program  
Availability of all employees to participate in the orientation program

**Deliverables:**

Communication tools to be used to introduce the new compensation program  
Training program for managers  
Orientation program for all employees  
List of Frequently asked Questions and Answers

**Estimated consulting hours:**

**Develop and Facilitate**

6 hours of meetings  
24 hours of development time

# Trousdale County Metro Government 2020 Compensation Project Proposal

## Summary of Estimated Consulting Hours

<u>Project Step</u>	<u>Step Title</u>	<u>Estimated Hours</u>
1.	<b>Meet with Organization Leadership – Identify Compensation Strategy</b>	3 Hrs
2.	<b>Develop current job descriptions</b>	93.75 Hrs
3.	<b>Assessment of the identified labor market value of jobs</b>	24 Hrs *
4.	<b>Develop competitive salary structure</b>	48 Hrs
5.	<b>Develop and recommend transition approach to selected compensation structure</b>	20 Hrs
6.	<b>Develop pay practices and Salary Administration Guideline</b>	24 Hrs
7.	<b>Manager training and employee orientation for implementation of the new compensation program</b> (Development of material & one train the Trainer session)	30 Hrs
<b>Total hours</b>		<b>242.75 Hrs</b>

**\*Note:** If a unique compensation survey of local/regional employers is required the estimated cost will depend on the number of jobs and number of companies surveyed. The table below estimates that 30 companies would be asked to report data for 50 jobs. The cost is based on the number of companies who provided data.

	Part Count	Part Cost	Decline Cost	Total Investment
25% Participation	8	\$1,331	\$659	\$1,990
33% Participation	10	\$1,757	\$589	\$2,346
50% Participation	15	\$2,663	\$439	\$3,102
75% Participation	23	\$3,994	\$220	\$4,213
100% Participation	30	\$5,325	\$0	\$5,325

# Trousdale County Metro Government

## 2020 Compensation Project Proposal

### Summary of Estimated Consulting Hours

Although each of the project steps are required to complete the objectives of Trousdale County Metro Government, the hours required to complete the step can be reduced by increased involvement of Trousdale County Metro Government employees.

The investment related to this project is based on the estimated hours required times the consulting hourly rate of \$250. Based on the estimated total hours (242.75 Hrs) the total investment for the project as outlined is \$60,687.50. There is no prepayment of fees. Invoices are presented monthly for work completed.

There are no anticipated expenses expected with this project other than the acquisition of market data. Based on the number and type of surveys purchased, the investment could be close to \$5,000.

If travel is required and approved by Trousdale County Metro Government, expense reports detailing all travel expenses will be submitted with invoices (items over \$25.00 will be supported with a receipt). Travel time for Compensation Advantage consultants is billed at 50% of the project hourly rate.

If work outside of the scope described in the project is requested of Compensation Advantage, Trousdale County Metro Government agrees to pay the hourly rate of \$250.