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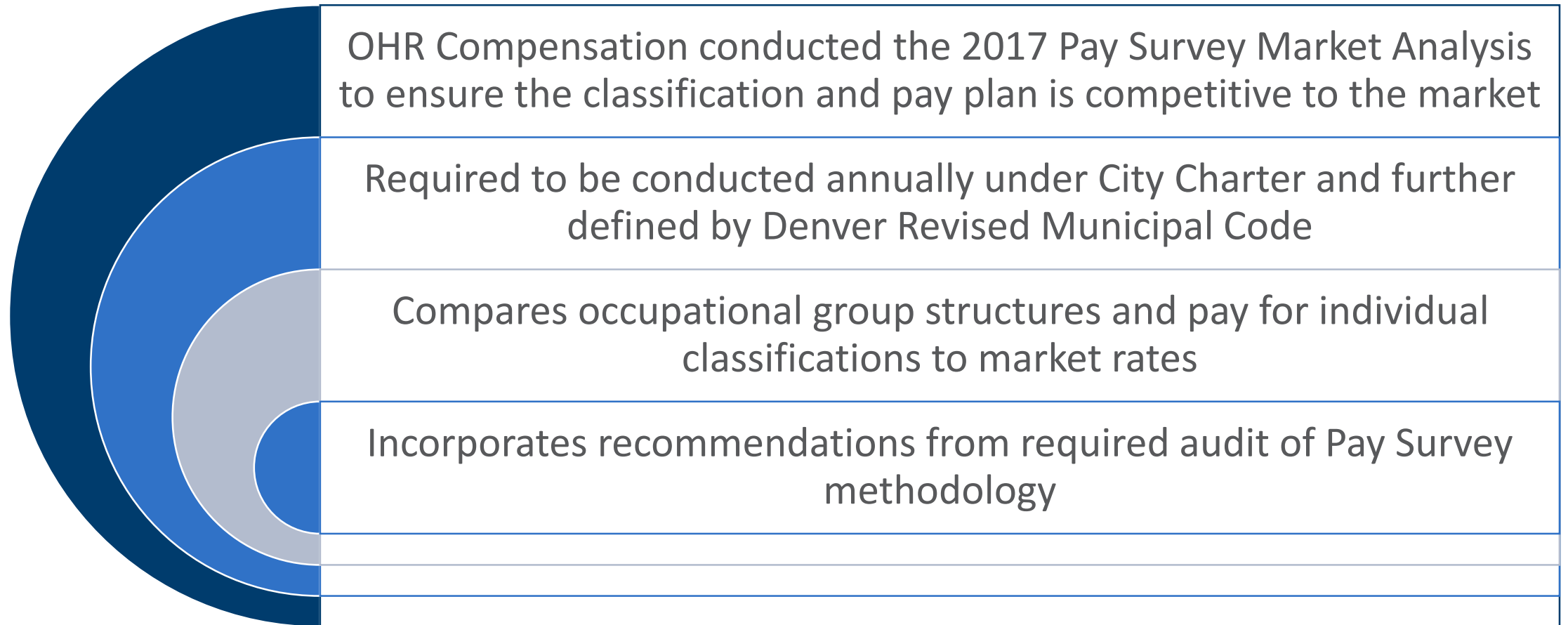


## **2017 Pay Survey Market Analysis Recommendations**

**Office of Human Resources**  
Classification & Compensation Division  
May 2, 2017

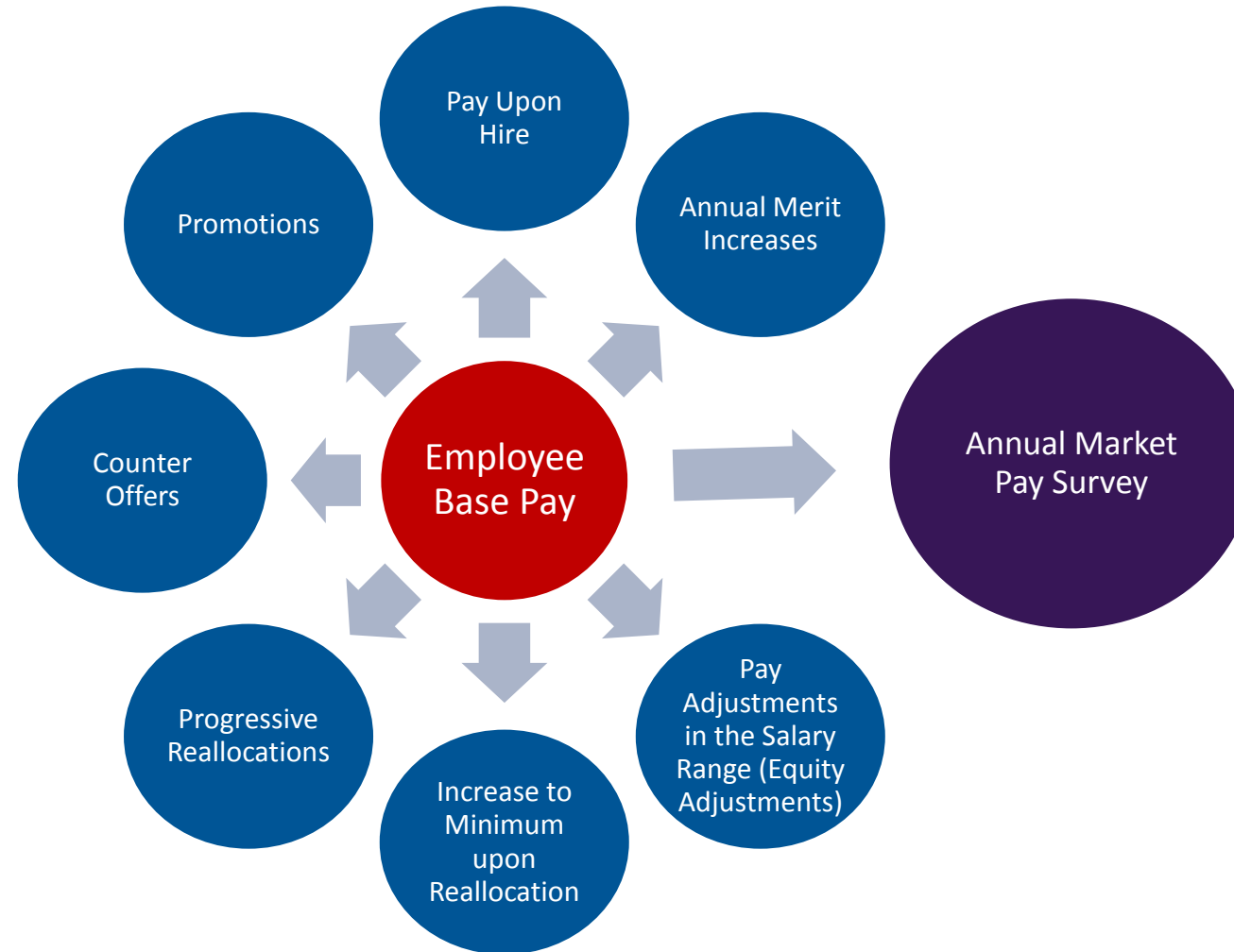


# 2017 Pay Survey Market Analysis

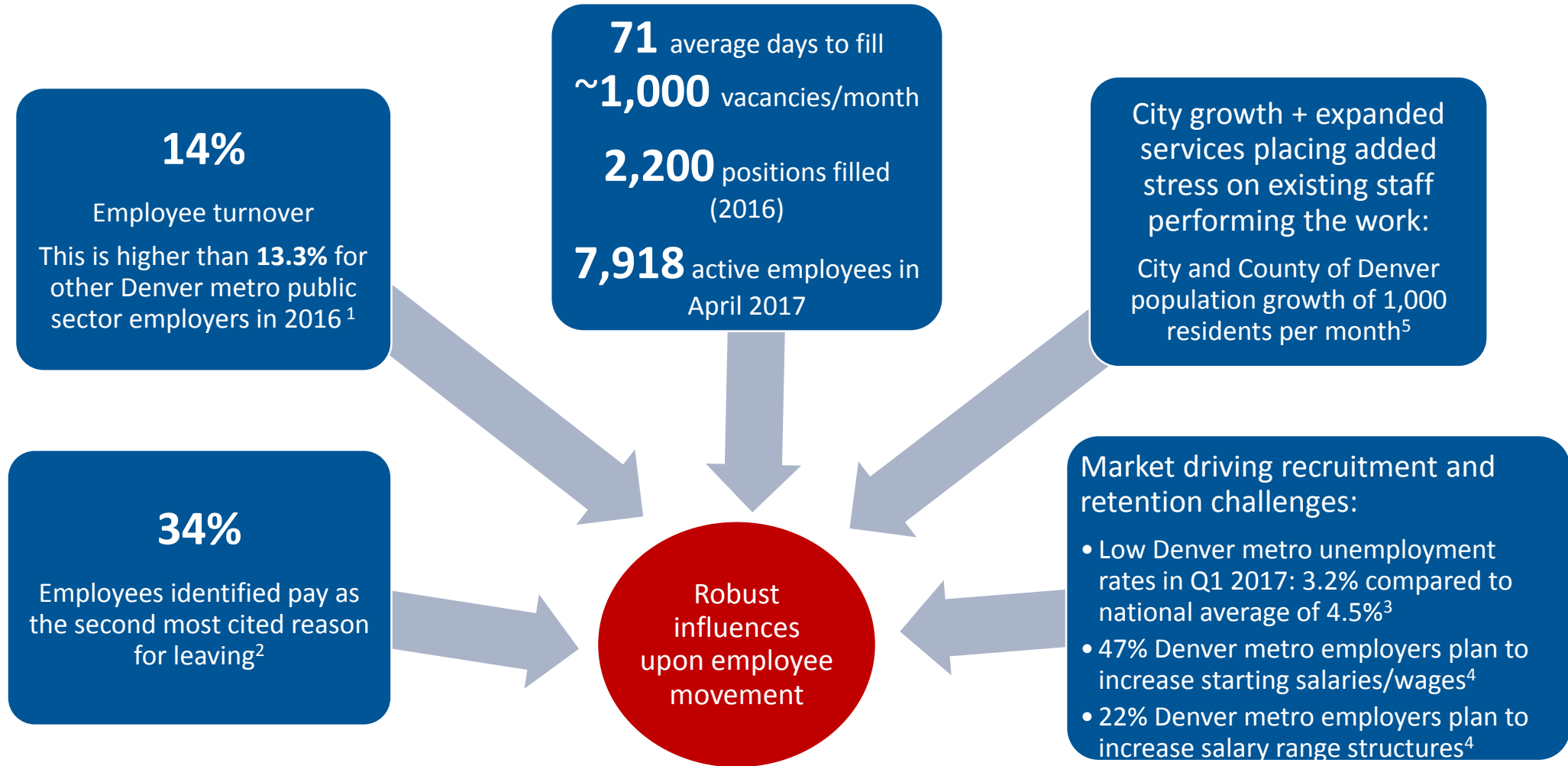


Excludes collectively bargained, appointed charter officer, and elected charter officer classifications

# Factors Determining Employee Base Pay



# Vulnerabilities in a Dynamic Market



# Pay Survey Market Analysis – Q4 2016 - Q1 2017

Incorporates leading practice recommendations from external audit

- Use an industry-standard tool to adjust national data to Denver market
- Compare market range structure to Denver's range structures
- Minimize market lag by proposing a more timely response to adjust individual pay grades



Compiles data from local and national sources

- Local Sources: Mountain States Employers Council (public and private employers, multi-industry), Colorado Municipal League (public sector)
- National Sources: Mercer Consulting (multi-industry large employers), Airport Council International (aviation industry), Dietrich Surveys (engineering)



Reviews entire classification and pay plan

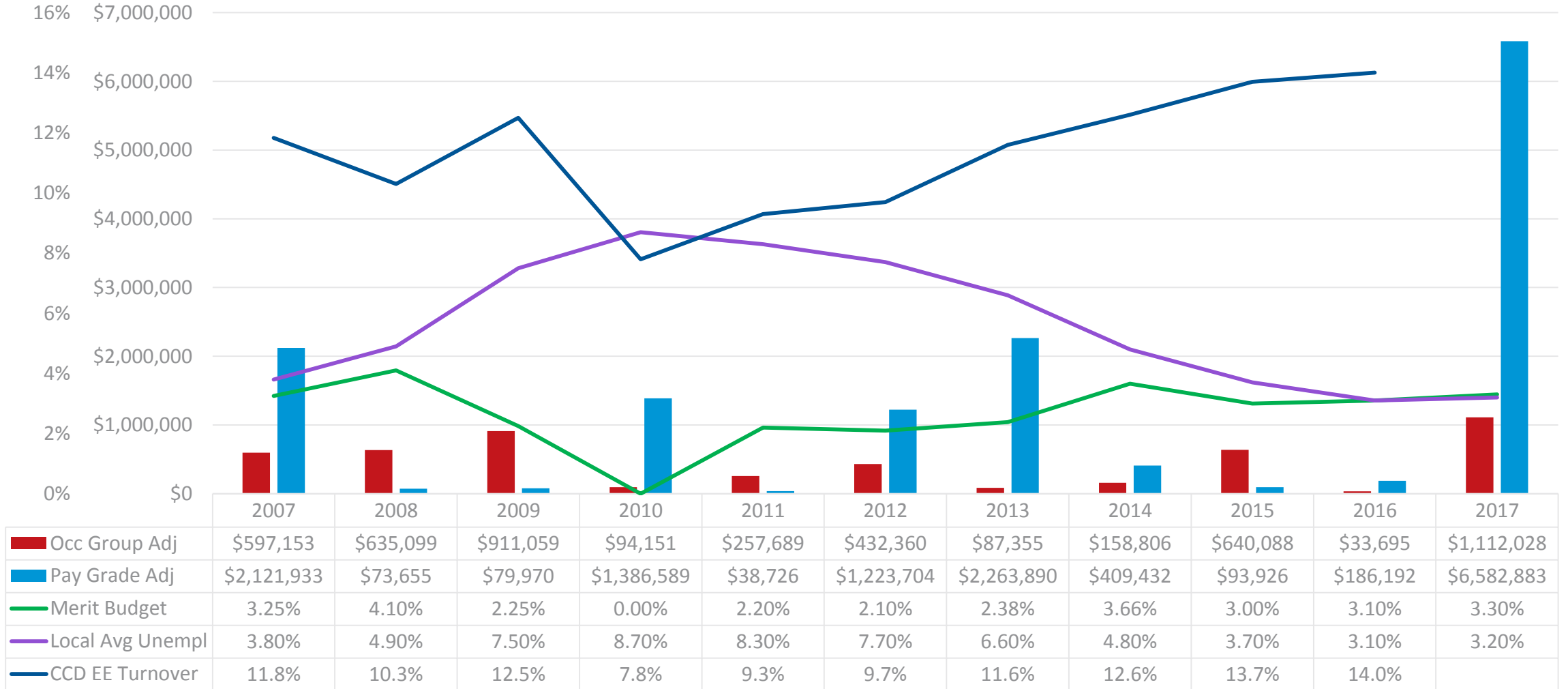
- Matched ~300 benchmark classifications, across all occupational groups and job families
- Compares city range midpoints to market range midpoints from published surveys



Averages data into a composite rate

- National data adjusted to local market; Local and national data aged to January 1, 2017
- Local and national data averaged into one composite market rate per benchmark classification

# Compensation History 2007-2017



# Annual Pay Survey Market Recommendations

## Occupational Group Adjustments

Ensures pay ranges are competitive with generally prevailing rates (Effective 7/1/2017) - \$1.1m

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- Adjustments are made to range minimums and range maximums within entire occupational group
- No impact to employee pay except for those whose pay falls below new range minimum

## Individual Pay Grade Adjustments

Compares market midpoints of individual classifications (Effective 1/1/2018) – \$6.5m

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- Adjustments are made where individual classification has fallen behind market by -10%
- DRMC provides a 4.55% pay increase for each pay grade their classification adjusted
- Recommendations include review of internal pay relationships



# Recommendations & Costs

Occupational Group		Occupational Group Adjustments				Individual Pay Grade Adjustments		
		2017 Range Adjustment	# EEs in Occupational Group	# EEs moving to Pay Range Minimum	Cost of moving EEs to Pay Range Minimum	# Proposed Changes to Pay Grades	# Affected Employees	Cost of EEs with Pay Grade Adjustments
General Administrative	(A)	3.71%	3,297	836	\$754,364	28	548	\$2,757,063
Clerical	(C)	5.13%	1,163	300	\$316,649	0	0	\$0
Engineering and Science	(E)	0.63%	596	12	\$4,060	36	279	\$1,330,378
Information Technology	(I)	2.73%	433	2	\$3,342	40	290	\$1,310,665
Maintenance & Operations	(J)	0.62%	1,753	70	\$13,166	1	1	\$4,754
Legal	(L)	0%	317	0	\$0	0	0	\$0
Enforcement, Compliance and Protective Services	(N)	0.74%	696	68	\$20,433	3	27	\$54,237
Healthcare	(O)	0%	96	0	\$0	0	0	\$0
Fiscal	(V)	0%	505	0	\$0	35	293	\$1,125,785
<b>TOTAL 2017 COSTS</b>			<b>8,856</b>	<b>1,288</b>	<b>\$556,007</b>			
<b>TOTAL 2018 COSTS</b>					<b>\$1,112,014</b>	<b>143</b>	<b>1,438</b>	<b>\$6,582,883</b>
Effective July 1, 2017						Effective January 1, 2018		



# Cost by Fund Organization

Fund Type	Annual Cost of Occupational Group Adjustments	Annual Cost of Individual Pay Grade Adjustments	Total Cost of Adjustments
General	\$861,086	\$2,556,850	\$3,417,936
Denver Health Medical Center	\$0	\$8,056	\$8,056
Enterprise	\$18,263	\$2,210,830	\$2,247,566
Internal	\$179	\$55,368	\$55,547
Special Revenue	\$232,486	\$1,733,305	\$1,965,791
<b>TOTAL</b>	<b>\$1,112,014</b>	<b>\$6,582,883</b>	<b>\$7,694,897</b>
	<b>Effective July 1, 2017</b>	<b>Effective January 1, 2018</b>	

# Communications Plan, Approval Process, and Next Steps



# References

1. 2017 MSEC HR Metrics Survey
2. 2016 CCD Employee Exit Survey
3. DOL BLS data reported April 2017
4. MSEC Planning Packet 2016
5. Denver 2017 Budget Book