



■ Koff & Associates
Human Resources Consulting Since 1984

City of Corona

Classification and Compensation Study

January 28-30, 2020

About Koff & Associates

- Founded in 1984
- Provide premier public sector human resources services:
 - Classification and Job Analysis
 - Compensation and Plan Development
 - Performance Management
 - Organizational Planning and Development
 - Recruitments
 - Human Resources Audits
 - Employee/Labor Relations
- Partner with:
 - Cities, Counties, Special Districts, and Others
- Straightforward, Interactive, All-Inclusive

Why We are Here

- Classification and Compensation Study
 - Classification and Compensation Relationship
 - Snapshot in Time
 - Organizational Changes

- Stakeholder Involvement
 - Employees
 - Bargaining Unit Representation
 - Executive Management
 - Human Resources
 - City Council



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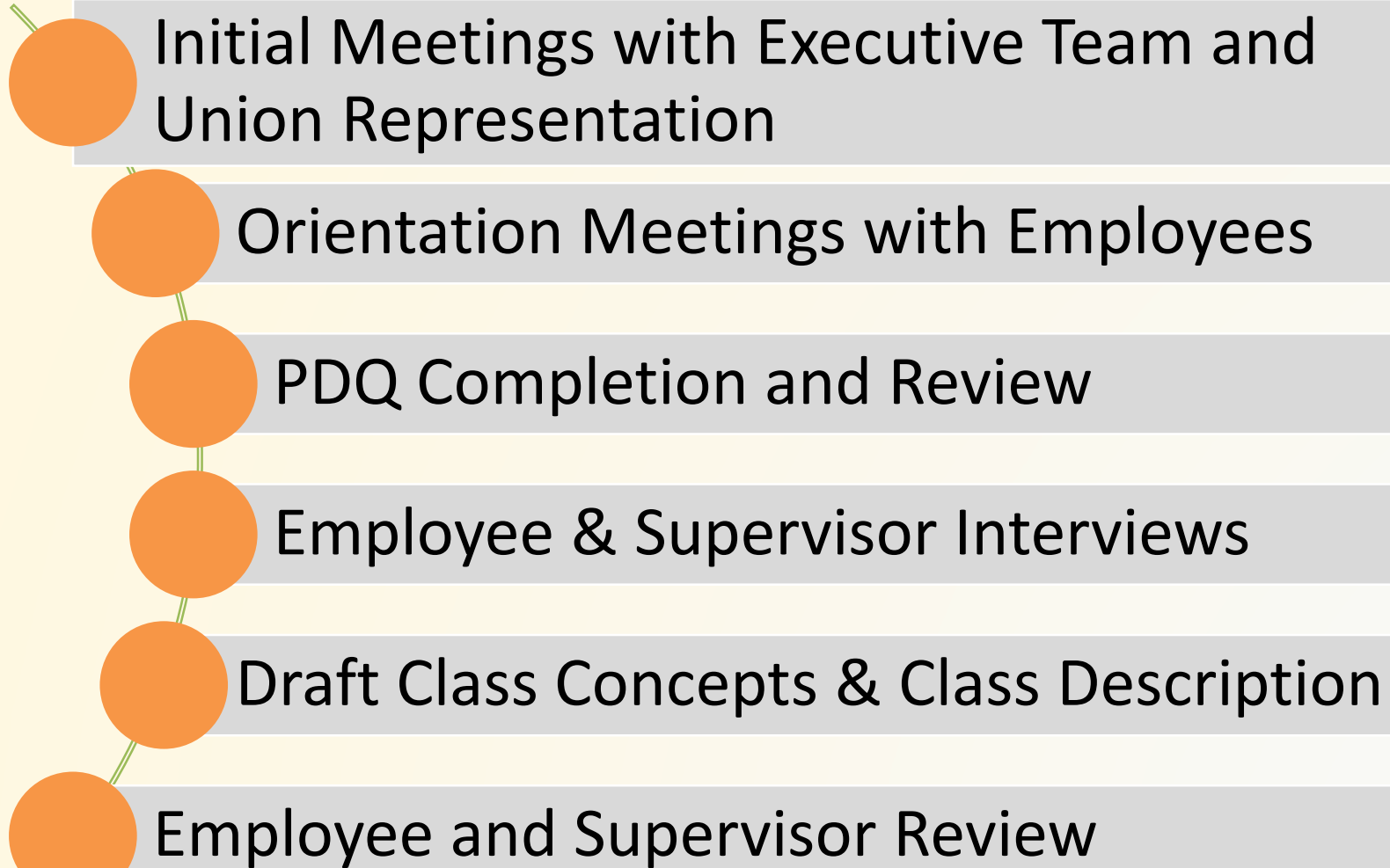
Classification Study

Overview

Purpose

- Up-to-Date & Current Class Plan/Descriptions
- Ensure Legal Compliance
 - Fair Labor Standards Act & Americans with Disabilities Act
- Enhance Recruitment Process
- Career Paths
- Training Opportunities
- Objective Performance Evaluations
- Equitable Compensation System

Methodology

- 
- Initial Meetings with Executive Team and Union Representation
 - Orientation Meetings with Employees
 - PDQ Completion and Review
 - Employee & Supervisor Interviews
 - Draft Class Concepts & Class Description
 - Employee and Supervisor Review

Job Analysis Methodology

1. Education, Training, and Certifications/Licenses
2. Experience
3. Problem Solving/Ingenuity
4. Independence of Action
5. Responsibility for Resources
6. Contacts with Others-Internal/External
7. Supervision Received and/or Given to Others
8. Consequences of Action/Decisions Made on the Job/Risk Exposure
9. Working Conditions
10. Physical/Mental Demands

Expectations

- Not a Performance Evaluation Process
- Not a Staffing Study
- PDQs – No Changes by Supervisor
- Classifications are Generalized
 - Not every word from the PDQs will be on the final classification description
- PDQs – Completed During Normal Work Hours

Proposed Timeline

Employee Orientations
Jan. 28-30, 2020

PDQs to Supervisors – 2/21

PDQs to Managers – 3/6

PDQs to K&A – 3/13

Interviews
By April 10

Draft Class Descriptions:
September



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Compensation Study

Overview

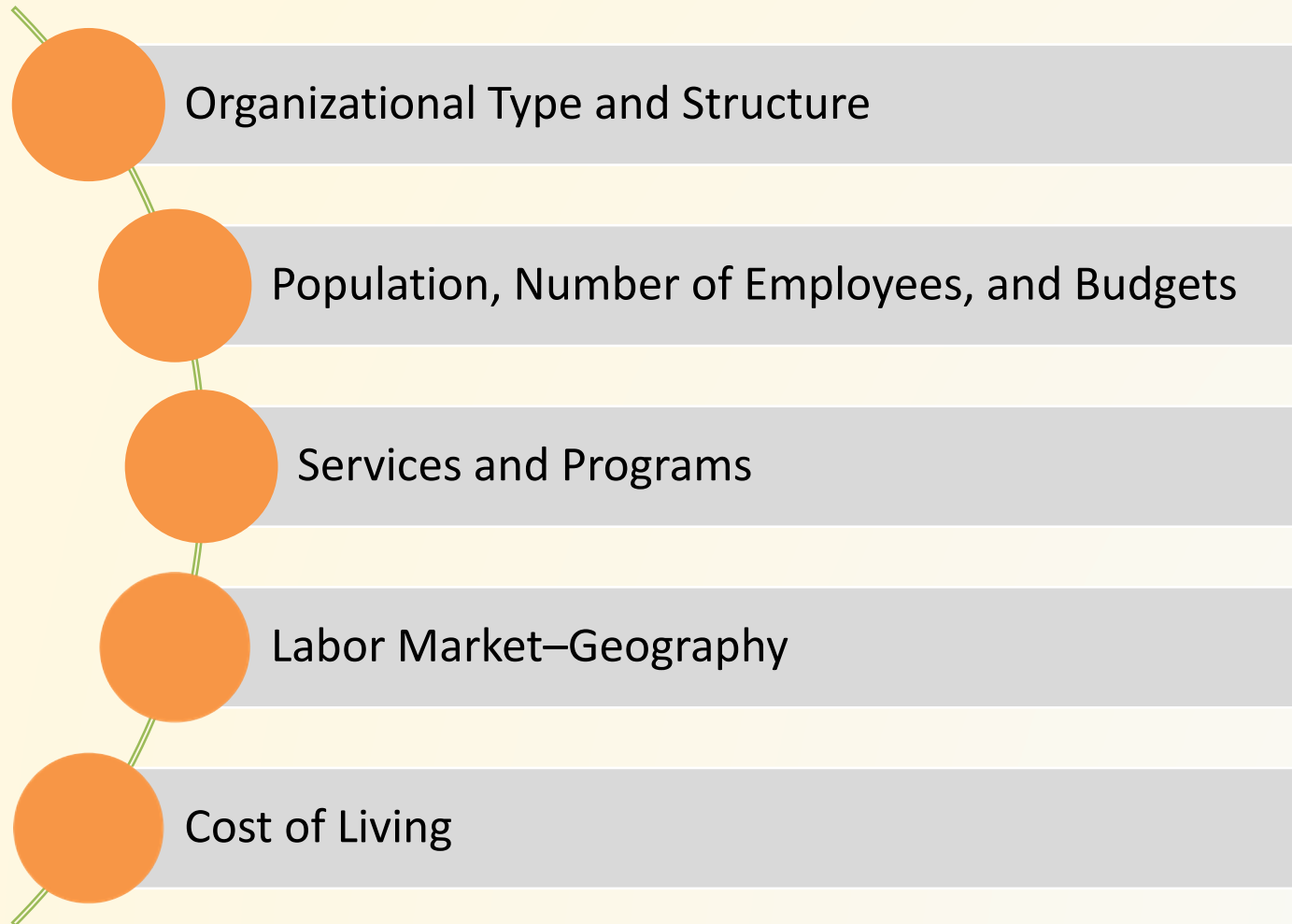
Survey Elements

Comparator Agencies

Benchmark Classifications

Benefit Data

Comparator Agency Criteria



**Each Factor
Analyzed, Ranked,
Scored**

**Total Score
Determines Level
of Similarity**

Comparator Agencies

Per MOUs:

NON-SAFETY	FIRE	POLICE
Anaheim	Arcadia	Chino
Fontana	Brea	Colton
Fullerton	Colton	Fontana
Moreno Valley	Ontario	Ontario
Ontario	Palm Springs	Redlands
Orange	Rancho Cucamonga	Riverside
Pomona	Redlands	San Bernardino
Rancho Cucamonga	Rialto	Upland
Riverside	Riverside	
San Bernardino		

Benchmark Classes

- City classes which we anticipate would be common to other agencies;
 - Not every class is a benchmark
- Should have relationships to other City classes
 - Benchmark classes are used to set salaries for non benchmark classes

Benefit Data

■ Retirement & Annuities

- PERS; Social Security; Deferred Compensation

■ Insurances

- Flexible Benefit and/or Health, Dental, Vision, Life, Long-Term and Short-Term Disability, and Opt-out Benefits

■ Leaves

- Holidays, Vacation, Administrative/Personal, Cash-out Options

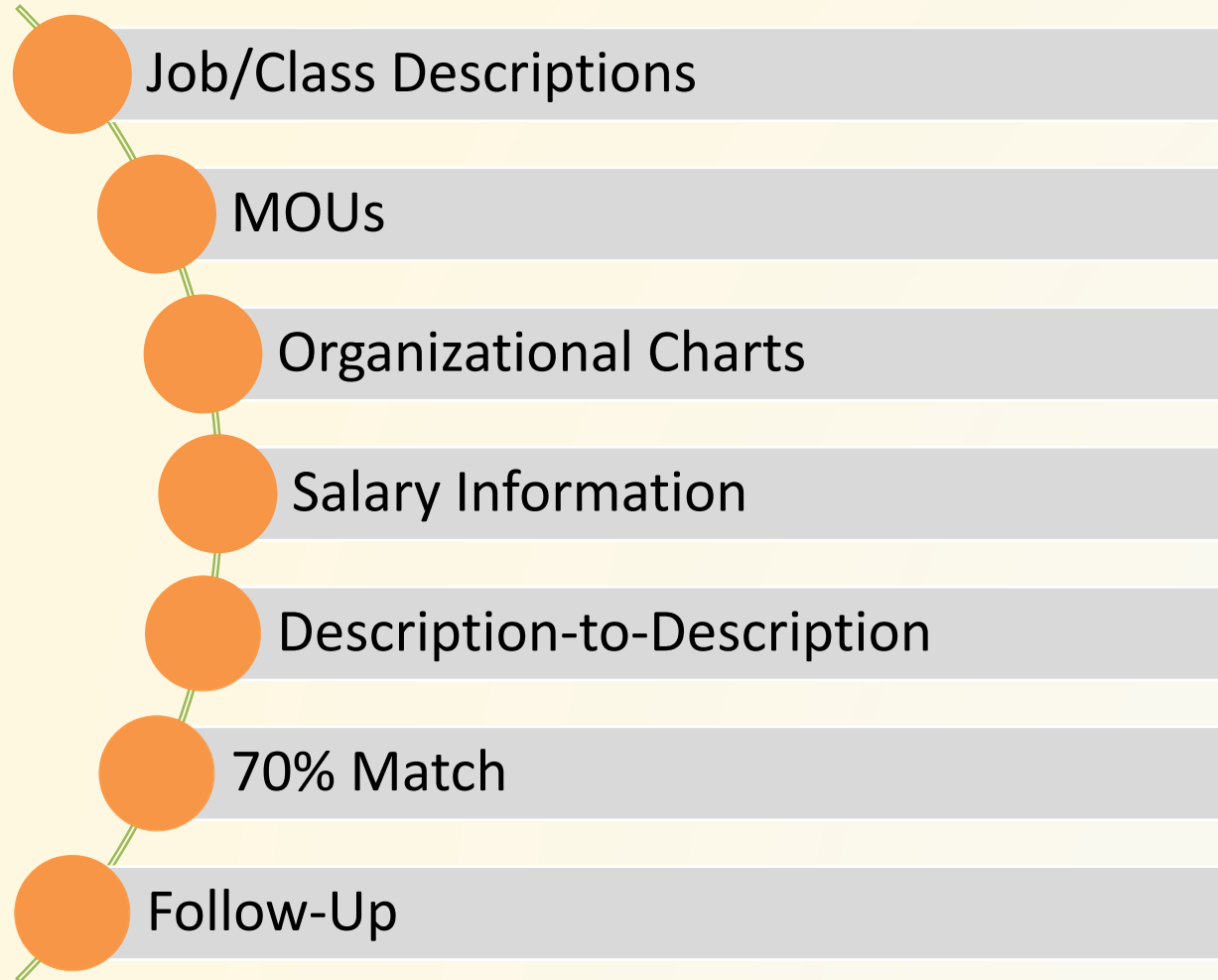
■ Other

- Retiree Healthcare Cost and Post-Employment Health Plan Contributions (PEHP), and Integral Plan Trust; longevity, certificate, special assignment, bilingual, shooting pay, etc.; allowances, stipends, uniform/boots, tuition reimbursement, etc.; bereavement, jury duty; other

Demographic Profile

- Classic Tier
 - PEPRA
- Five Year Employee
- Employee plus Family

Data Collection



**ALL ANALYSES
COMPLETED
IN-HOUSE**

**NO
QUESTIONNAIRES**

Salary Data

- Top of Published Range
- Monthly Dollar Amounts
- Data is Normalized
- Effective Dates
- Next Increases (if known)
- Differences Noted

Sample Top Monthly Data

Administrative Aide

Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Comparator 1	Administrative Assistant	\$ 7,077	\$ 3,092	\$ 10,169	7/2/2018	7/1/2019	unknown
2	Comparator 2	Administrative Assistant	\$ 6,768	\$ 3,818	\$ 10,586	7/1/2018	7/1/2019	3.00%
3	Comparator 3	Administrative Assistant I	\$ 6,621	\$ 3,384	\$ 10,006	7/1/2018	7/1/2019	3.50%
4	Comparator 4	Administration Assistant	\$ 6,283	\$ 2,423	\$ 8,706	7/1/2018	unknown	unknown
5	Comparator 5	Administrative Aide/Clerical Support	\$ 6,275	\$ 3,291	\$ 9,566	7/1/2018	7/1/2019	2.50%
6	CLIENT	Administrative Aide	\$ 5,956	\$ 3,145	\$ 9,101	7/1/2018	7/1/2019	unknown
7	Comparator 6	Administrative Assistant	\$ 5,867	\$ 3,453	\$ 9,320	7/1/2018	7/1/2019	unknown
8	Comparator 7 ¹	Administrative Services Assistant II	\$ 5,603	\$ 3,562	\$ 9,165	7/1/2017	unknown	unknown
9	Comparator 8	Administrative Assistant	\$ 5,470	\$ 3,600	\$ 9,069	7/1/2018	7/1/2019	unknown
10	Comparator 9	Administrative Coordinator	\$ 5,315	\$ 2,952	\$ 8,267	1/1/2018	1/1/2019	2.00%
11	Comparator 10	Office Assistant II	\$ 5,288	\$ 2,599	\$ 7,887	9/12/2017	unknown	unknown
12	Comparator 11	Office Assistant II	\$ 5,059	\$ 2,605	\$ 7,664	7/1/2018	7/1/2019	2.00%
13	Comparator 12	Office Assistant II	\$ 4,565	\$ 2,500	\$ 7,065	7/1/2018	7/1/2019	unknown

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 5,849	\$ 8,956
% CLIENT Above/Below	1.8%	1.6%
Median of Comparators	\$ 5,735	\$ 9,117
% CLIENT Above/Below	3.7%	-0.2%
Number of Matches	12	12

N/C - Non Comparator

1 - Salary in negotiation.

Statistical Calculations

Median

- Midpoint
- Not Skewed

Average

- Arithmetic Mean

Percentages

- Above/Below

Internal Relationships

- Surveyed Classifications with Lack of Data
- Non-Surveyed Classifications
- Whole Position Analysis
 - Same Class Series
 - Scope of Work
 - Organizational “Worth”
 - Past Internal Relationships
- Implementation and Strategy Development
 - Plan Development, Potentially Multi-Year

Stakeholder Touch Points

- Kick-Off & Orientations
- Employee/Management Interviews
- Class Description Review
- Final Classification Issues
- Compensation Study Elements
- Compensation Survey Results
- Final Compensation Structure



PDQ Completion



PDQ Completion: Section 1.0

Purpose

- Brief Summary of Duties
- 2 – 3 Sentence
- Overall Purpose of the Position

Example: Zoo Keeper

I participate in all aspects of maintenance and daily care of zoo animals, provide information and customer service to zoo visitors, and perform related work as required.

PDQ Completion: Section 2.0

Organizational Context

2.1: Immediate Supervisor's Name & Title

2.2: Work Priorities

2.3: Work Decisions (within stated policies and procedures)

2.4: Referred Decisions

2.5: Guidance

2.6: Review of Work (not performance review)

PDQ Completion: Sections 3.0 – 6.0

3.0: Supervision

4.0: Equipment

- Computer, Hand Tools, Power Tools

5.0: Contacts

- Internal & External, Not Supervisor, Not Co-Workers

6.0: Budget

- Actual Amount, Expenditures & Revenues

PDQ Completion: Section 7.0

Description of Work

- List Duties by Importance
 - Begin with Action Verbs: *Prepares, Performs, Conducts, Distributes, Answers, Types, Operates, Observes, etc.*
- Percentage of Time
 - Combined Duty Percentages = 100%
- Frequency
- Importance

#	DESCRIPTION	TIME	FREQ	IMP
1	Prepare and verify appropriate diet for each animal, including adding necessary supplements, feeding and providing fresh water.	25%	SD	H
2	Observe sick, quarantined, and potentially injured animals; examine eyes, ears, skin, teeth, and take stool samples; medicate and vaccinate animals as appropriate under the direction of a veterinarian.	15%	D	H

PDQ Completion: Sections 8.0 – 15.0

8.0: Most Complex or Difficult Duties

9.0 Changes in Responsibilities

10.0: Sensory Demands

11.0: Physical Demands

12.0: Environmental Conditions

13.0: Education, Experience, Special Licenses/Certifications

14.0: Knowledge and Abilities

15.0: Study Expectations

PDQ Completion: Last Page

Supervisor/Management Review

- Not a Performance Evaluation
- No Content Changes, Comments Only



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Questions and Comments

Thank you!