



Compensation Study Report

Franklin County Public Health
October 2018

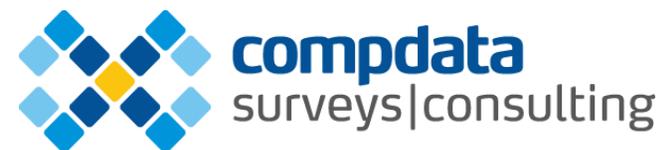


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Project Overview

Project Overview - Project Steps

Franklin County Public Health (FCPH) asked Compdata to perform a comprehensive compensation study throughout the organization to ensure their compensation program is competitive with the external labor market and aligned with organizational objectives.

Project steps included:

- ◆ Meeting with members of the senior leadership team to review project goals and solicit their feedback on the compensation program at FCPH.
- ◆ Develop a compensation philosophy and strategy.
- ◆ Update job documentation.
- ◆ Perform a detail market review of approximately 50 unique jobs at FCPH.
- ◆ Identify gaps between FCPH and the competitive labor market.



Project Overview - Project Steps

- ◆ Analyze/evaluate the organization's internal equity.
- ◆ Provide recommendations for updating base pay and salary structures:
 - ◇ 2018 Proposed Pay Structure
 - ◇ Employee Analysis
 - ◇ Implementation Strategy
- ◆ Develop administrative and management guidelines for FCPH.
- ◆ Present findings and implementation options to the Board of Health.



Leadership Interviews Summary

Interviews Summary – Overview

- ◆ Compdata met with members of the Franklin County Public Health leadership team to review current program practices and the main project goals for the study.
- ◆ As a way of summarizing the common themes expressed, we have broken them into the following pages:
 - ◆ Comparative Markets
 - ◆ Turnover
 - ◆ Compensation & Overall Competitiveness
 - ◆ Other Comments



Interviews Summary – Themes

Comparative Markets

The prevailing opinion from the meetings was that competition for entry level, non-exempt positions (e.g. administrative roles) comes mostly from Columbus and the surrounding suburban areas. For public health-specific jobs, such as some positions in environmental health, FCPH competes with other public health agencies in Ohio as well as surrounding states. The market for professional general industry positions typically includes the state of Ohio. Senior management positions have a regional or national recruiting market.

Turnover

It was expressed during the meetings that turnover is moderate to high across the organization. FCPH is losing candidates due to their low wages.



Interviews Summary – Themes

Compensation & Overall Competitiveness

Compensation was the main focus during the meetings due to perceived lack of pay competitiveness. The overall belief at the organization is that wages are below market average, restraining recruiting and retention.

Leaders at FCPH are also concerned about the past inconsistencies in the administration of the compensation program. The perception is there has been little objective rationale for compensation decisions in the past and internal inequities are a problem for the organization.

Other Comments

With previous range studies conducted, some staff believe they were promised something but didn't receive it, so they are skeptical about another project.



Compensation Philosophy & Strategy

Compensation Philosophy

Franklin County Public Health's (FCPH) compensation program seeks to attract, motivate, and retain talented employees across the organization. FCPH wants to provide base pay levels that are consistent with the recruitment process and are positioned across a competitive (Public Health, Local Government, Not-For-Profit and General Market) market at the 50th percentile.

In alignment with FCPH's mission, vision and values, we will strive to communicate openly about the goals of the organization and the design of the compensation program. The compensation process is intended to be fair and direct so that employees and leadership understand the goals and outcomes of the compensation process. FCPH will work diligently to manage the compensation program in a manner that is consistently administered across the organization and meets the program philosophy of being internally fair and externally competitive for employees.

This document addresses compensation as base pay only and does not take into account any additional benefits, such as health insurance, vehicle use, etc. These benefits will be addressed in the final review of individual positions.



Compensation Strategy

In order to ensure the compensation philosophy is supported through consistent compensation practices, the following administration strategies will be pursued:

Primary Market Comparison

While the determination of market comparisons will be an ongoing evaluation, and may flex based on position, the general determinant will be recruitment and retention strategies that are competitive with public health, local government and not-for-profit organizations as well as the general market locally, regionally, and nationally based on typical recruitment comparisons.

Base Pay Strategy

Experience and performance levels will be considered at the time of hire and for future pay increases when determining an individual's base compensation. When employees are proven to be consistently and fully proficient and meeting all expectations while exceeding others, they should be rewarded with a base pay level competitive with the realities of the current market comparisons. Employees who are newer to their role and/or not meeting expectations would be paid below the same target (salary range midpoint).



Internal Equity Analysis

Internal Equity Analysis

- ◆ Internal Equity is an analysis of how positions and employees are paid relative to each other based on a comparison of job content and direct market comparisons.
 - ◇ To the extent this relationship is strong and positive, pay is viewed as fair.
 - ◇ Patterns in salary dispersion aid in identifying potential salary equity issues.
 - ◇ For the most part, results show the current pay practices at Franklin County Public Health have been managed consistently across the organization. The dispersion between pay for each grade level by function is within pay dispersion limits associated with compensation programs that have been consistently administered across the organization over time.

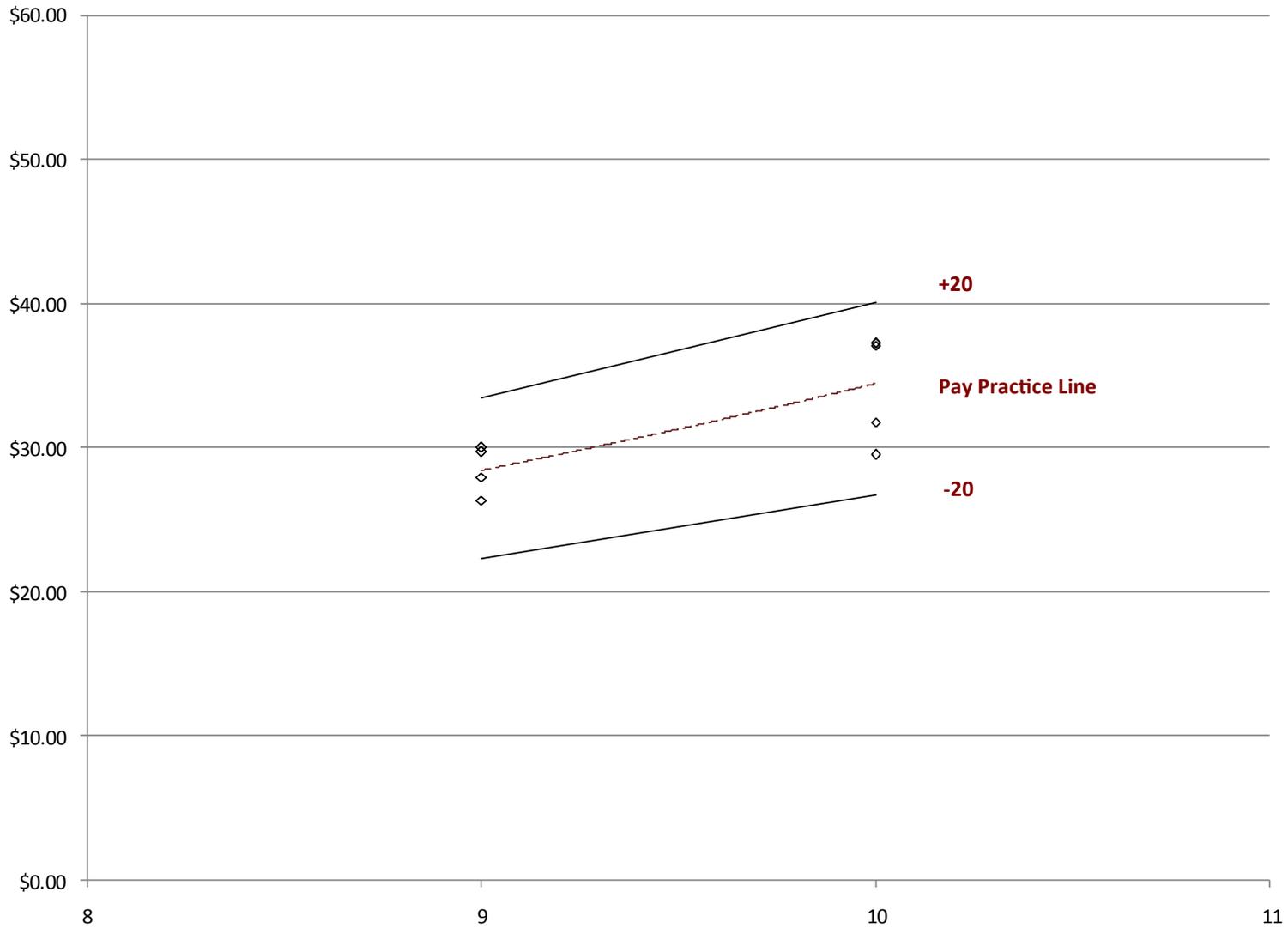


Internal Equity - Key to Graphs

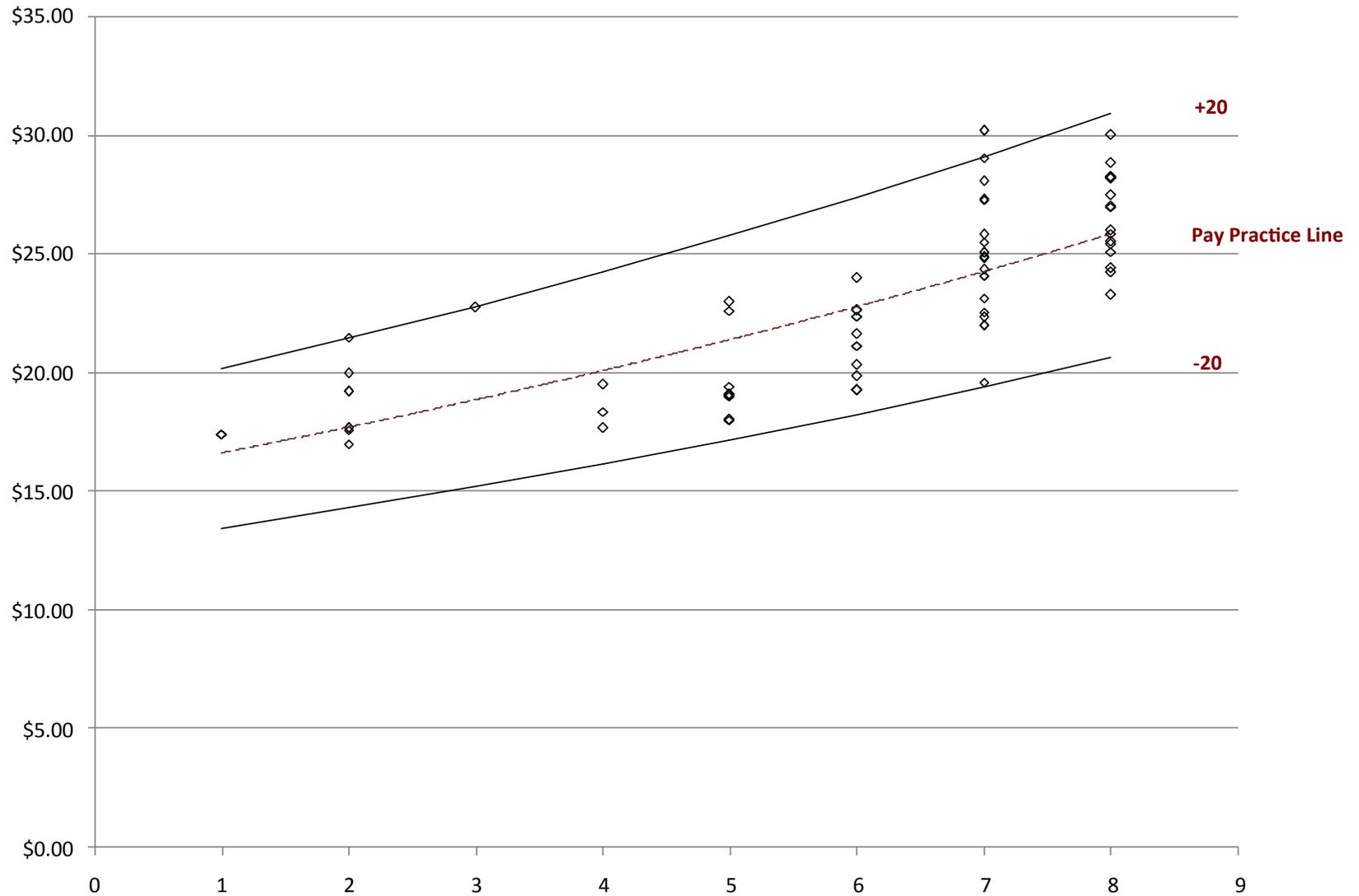
- ◆ The internal equity charts graphically depicts the relationship of job grade or market reference point to current base salary.
- ◆ Each “◆” on the chart represents a particular individual’s actual salary at the current corresponding Franklin County Public Health grade.
- ◆ FCPH’s current practice line is the central tendency or “average pay practice” based on linear regression analysis. Parameters of 20% above and below this practice line reflect the typical range of dispersion expected.



Internal Equity: Supervisors/Managers



Internal Equity: Individual Contributors



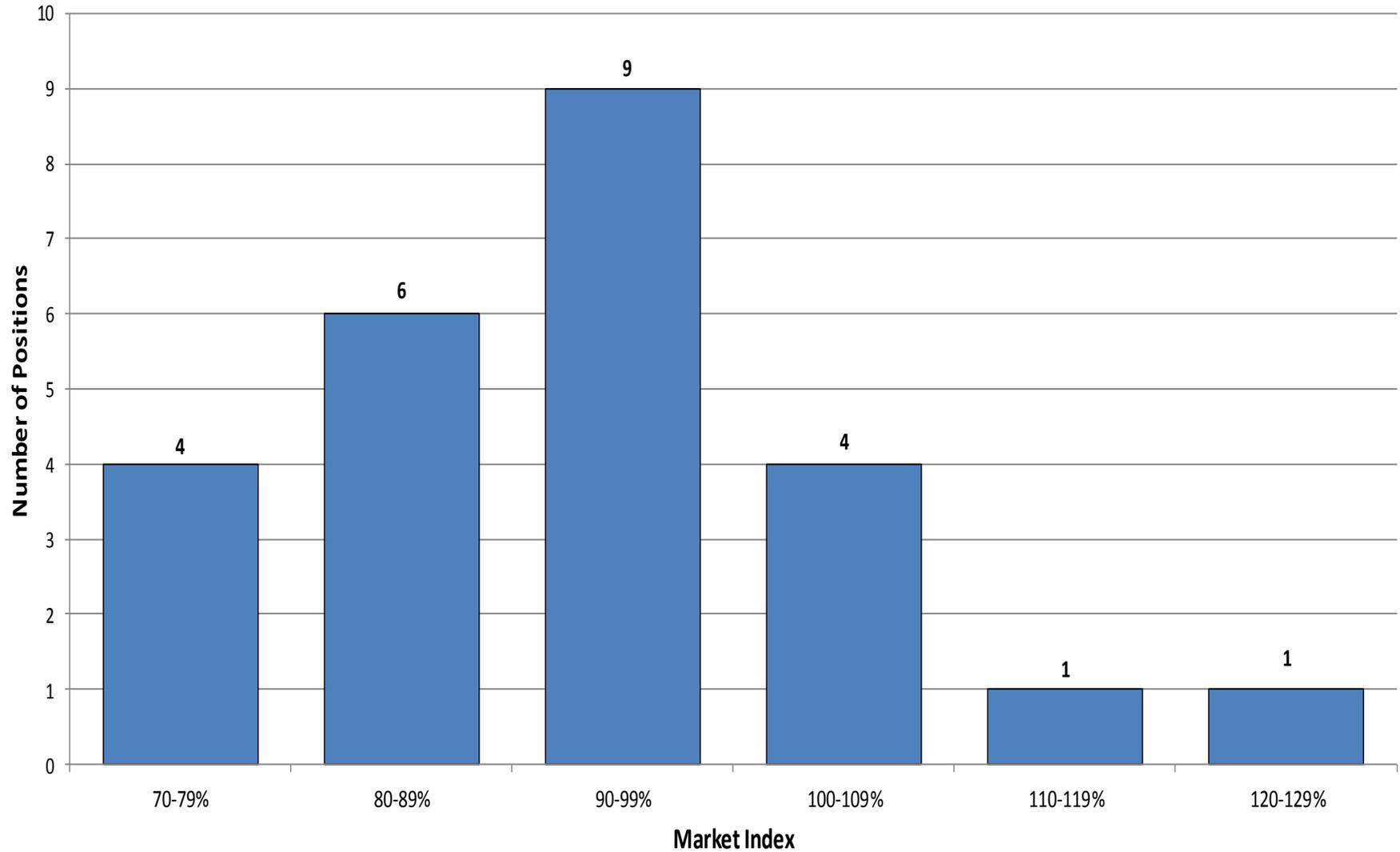
External Competitiveness

External Competitiveness

- ◆ Compdata compared the competitiveness of Franklin County Public Health's current pay practices to relevant external competitor markets.
- ◆ The primary data sources were:
 - ◇ *Compdata's Compensation Data Not-For-Profit* and *BenchmarkPro* general industry database
 - ◇ *Hamilton County Health Department 2018 Salary Survey*
 - ◇ *Delaware General Health District Salary Survey*
 - ◇ *Northern Kentucky Health Commissioner Salary Survey*
- ◆ The geographic scope of the data used for the study was the Columbus area for entry-level positions, Ohio region for professional positions, Midwest region for management positions, and National for executive positions.
- ◆ Data was aged to a January 1, 2019 effective date.



Market Index Distribution



Base Pay Structure Recommendations

Base Pay Structure Recommendations - Overview

Based on the findings of our analysis, Compdata Surveys & Consulting has developed recommendations for current base salary policy.

- ◆ Recommendations for each group consider:
 - ◇ Desired competitive position
 - ◇ Current salary practice
 - ◇ Cost of salary structure increases
- ◆ Jobs are assigned to a grade based on market data and internal equity.
- ◆ In the recommended structure, there are a few grades that currently do not have positions assigned to them. These grades are included in the structure so future jobs, valued at that salary level, may be placed appropriately in relation to the other jobs in the salary structure.



Recommended Salary Grades: Senior Staff

Grade	Range Minimum	Range Midpoint	Range Maximum
18	\$42.76	\$53.45	\$64.13
17	\$38.18	\$47.72	\$57.27
16	\$34.09	\$42.61	\$51.13

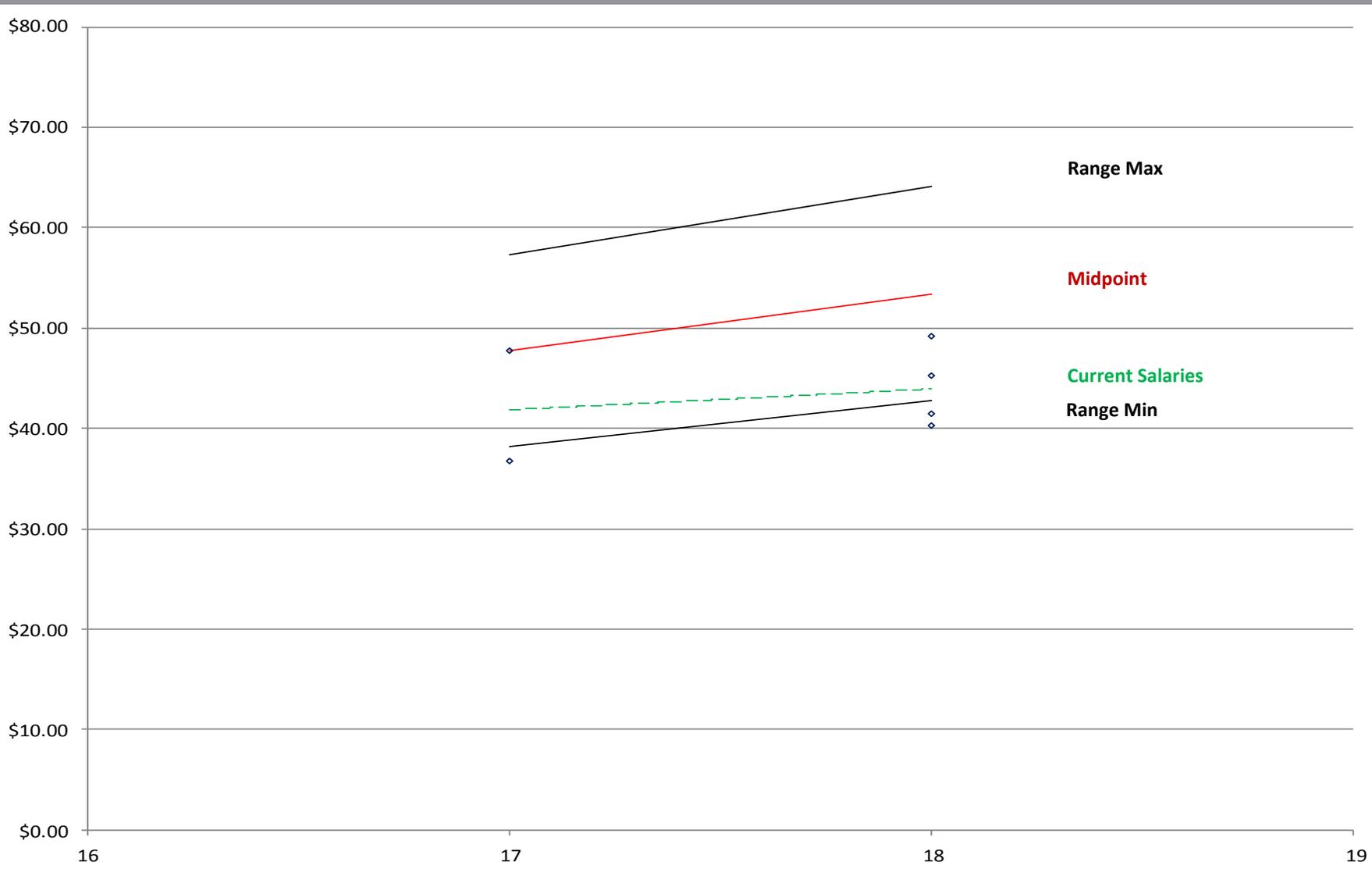


Recommended Salary Grades: Senior Staff

Grade	Positions
18	Assistant Health Commissioner/Director Health System & Planning, Assistant Health Commissioner/Director of Environmental Health, Assistant Health Commissioner/Director of Prevention & Wellness, Director of Finance and Business Operations
17	Director of Communication, Director of Human Resources
16	No positions



Recommended Salary Grades: Senior Staff



Recommended Salary Grades: Senior Staff

- ◆ The table on the prior page reflects the recommended salary ranges for Grades 16 through 18.
- ◆ The target market position is near the 50th percentile of the competitive market for Grades 16-18.
- ◆ Implementation of this policy results in an overall compa-ratio of 84.3%, reflecting current average pay approximately 15.7% below the targeted market level.
 - ◇ 3 FTEs will be below the new range minimums - \$10,651
 - ◇ 0 FTEs will be above the new maximums - \$0



Recommended Salary Grades: Supervisor/Manager

Grade	Range Minimum	Range Midpoint	Range Maximum
15	\$31.00	\$38.75	\$46.49
14	\$28.17	\$35.22	\$42.26
13	\$25.60	\$32.00	\$38.40

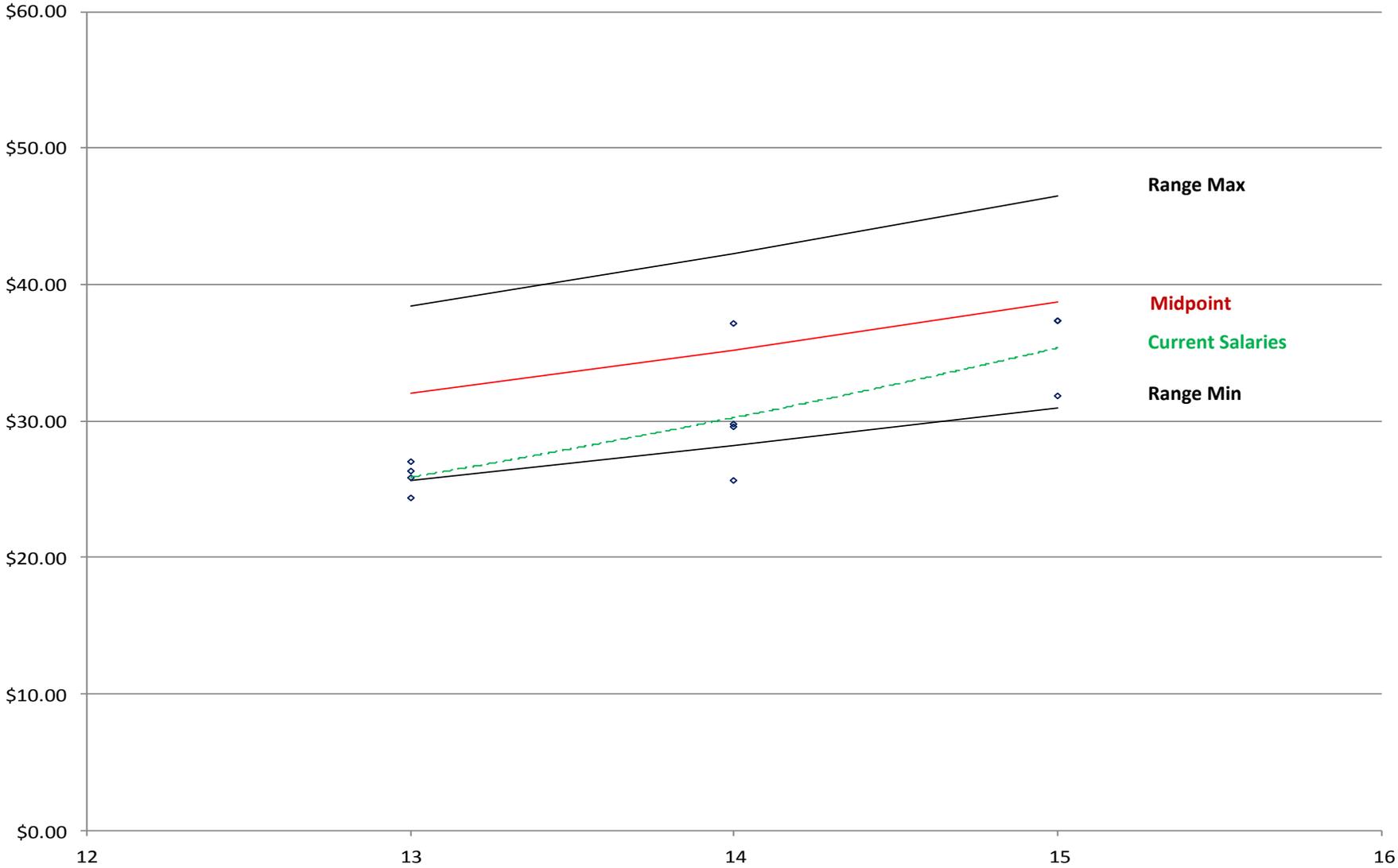


Recommended Salary Grades: Supervisor/Manager

Grade	Positions
15	Environmental Health Division Manager, Epidemiologist III - Supervisor, IT Systems Supervisor, Nursing Division Manager
14	Emergency Preparedness & Training Supervisor, Public Health Nurse III - Supervisor, Plumbing Inspector III - Supervisor
13	Health Promotion & Community Engagement Supervisor, Registered Sanitarian III - Supervisor, Public Health Nurse II, Epidemiologist II



Recommended Salary Grades: Supervisor/Manager



Recommended Salary Grades: Supervisor/Manager

- ◆ The table on the prior page reflects the recommended salary ranges for Grades 13 through 15.
- ◆ The target market position is near the 50th percentile of the competitive market for Grades 13-15.
- ◆ Implementation of this policy results in an overall compa-ratio of 89.2%, reflecting current average pay approximately 10.8% below the targeted market level.
 - ◆ 3 FTEs will be below the new range minimums - \$7,946
 - ◆ 0 FTEs will be above the new maximums - \$0



Recommended Salary Grades: Individual Contributors

Grade	Range Minimum	Range Midpoint	Range Maximum
12	\$23.28	\$29.11	\$34.93
11	\$21.17	\$26.46	\$31.75
10	\$19.24	\$24.06	\$28.87
9	\$18.58	\$21.86	\$25.14
8	\$16.90	\$19.88	\$22.86
7	\$15.64	\$18.40	\$21.16
6	\$14.48	\$17.04	\$19.60
5	\$13.41	\$15.78	\$18.15

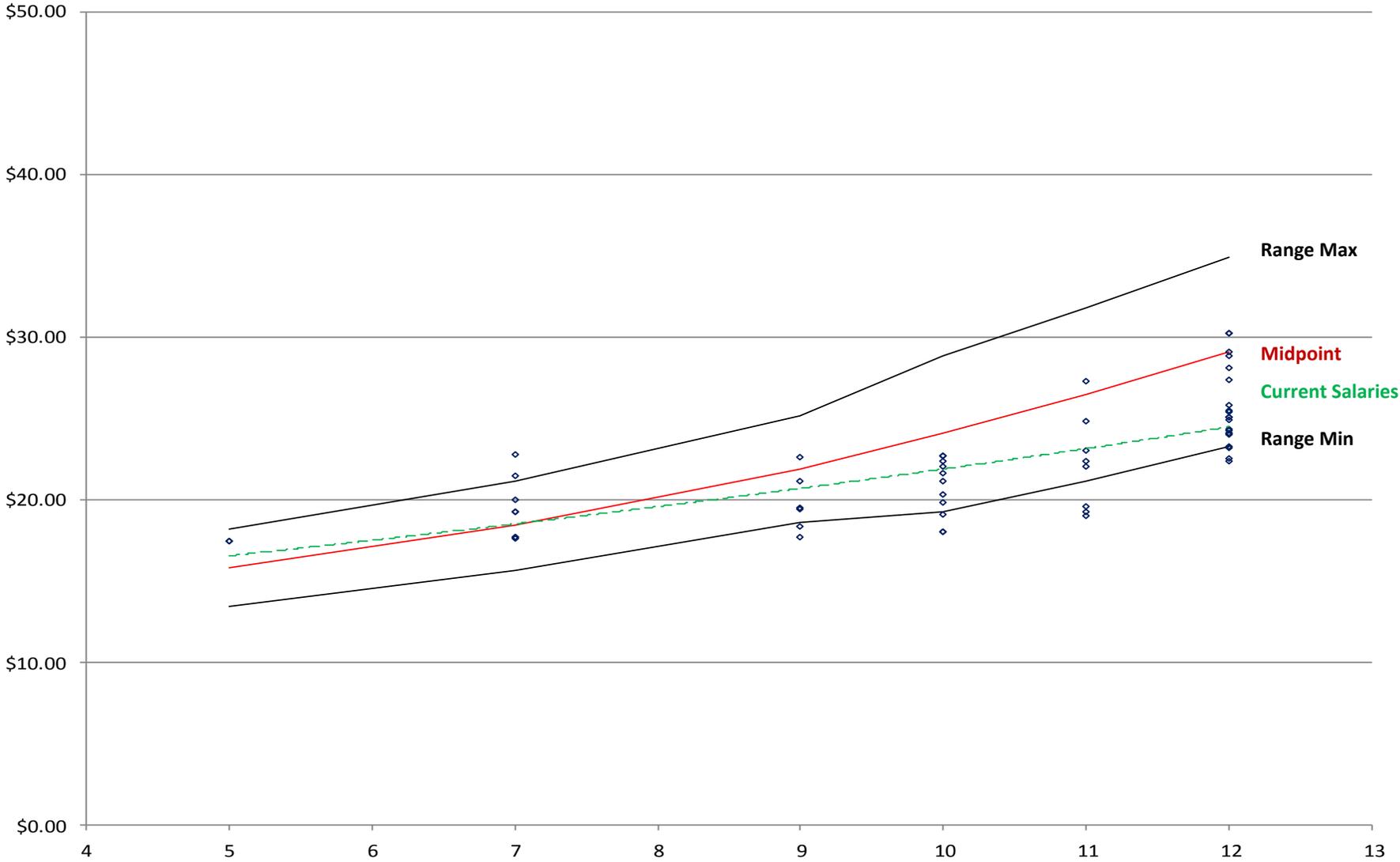


Recommended Salary Grades: Individual Contributors

Grade	Positions
12	Communication Specialist, Data Analysis & Evaluation Coordination, Epidemiologist I, Human Resources Generalist, IT Systems Analyst, Performance Measurement & Accreditation Coordinator, Public Health Nurse I, Plumbing Inspector II, Registered Sanitarian II, Web Designer
11	Plumbing Inspector I, Registered Sanitarian I, Tobacco Cessation Coordinator, Emergency Preparedness Planner, Graphic Designer, Grant/Operations Coordinator, Health Information Application Analyst, MRC Coordinator, CRI Coordinator
10	Accounting Analyst, Community Health Planner, Health Educator, Help Desk Technician, Injury Prevention Coordinator, Sanitarian-in-Training, Administrative Assistant III (Exec Assistant)
9	Environmental Health Technician, Fiscal Specialist, Payroll Coordinator, Medical Billing/Coding Specialist
8	No positions
7	Administrative Assistant II
6	Administrative Assistant I
5	Receptionist



Recommended Salary Grades: Individual Contributors



Recommended Salary Grades: Individual Contributors

- ◆ The table on the prior page reflects the recommended salary ranges for Grades 5 through 12.
- ◆ The target market position is near the 50th percentile of the competitive market for Grades 5-12.
- ◆ Implementation of this policy results in an overall compa-ratio of 89.6%, reflecting current average pay approximately 10.4% below the targeted market level.
 - ◆ 11 FTEs will be below the new range minimums - \$23,218
 - ◆ 2 FTEs will be above the new maximums - \$3,957



Health Commissioner Base Pay Recommendations

Health Commissioner		
Minimum	Midpoint	Maximum
\$116,293	\$149,157	\$174,450

