



CBIZ
Compensation
Consulting

Harris County – Commissioners Court Compensation & Benefits Study Project Overview & Results

Project Goals



- Assess market competitiveness
 - Excluding law enforcement, which was evaluated separately
- Pay equitably
- Modernize approach to compensation



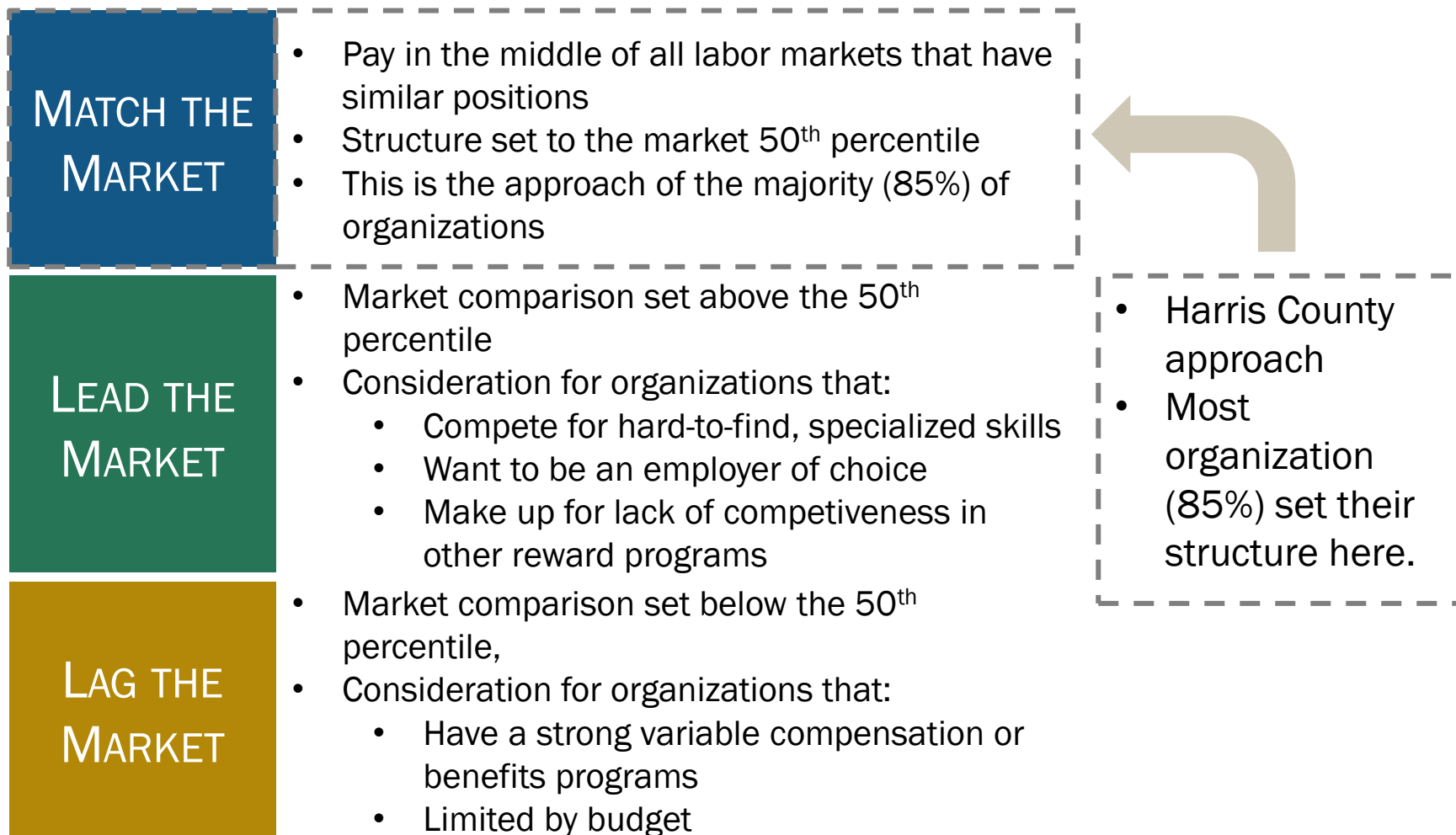
Project Steps

Evaluated Job Documentation



- Job documentation was evaluated for benchmark jobs to identify:
 - Essential Functions
 - Duties and Responsibilities
 - Required Qualifications
- Job content was used to ensure appropriate matches to the market

Market Comparison Point Consideration



Evaluated Market Data

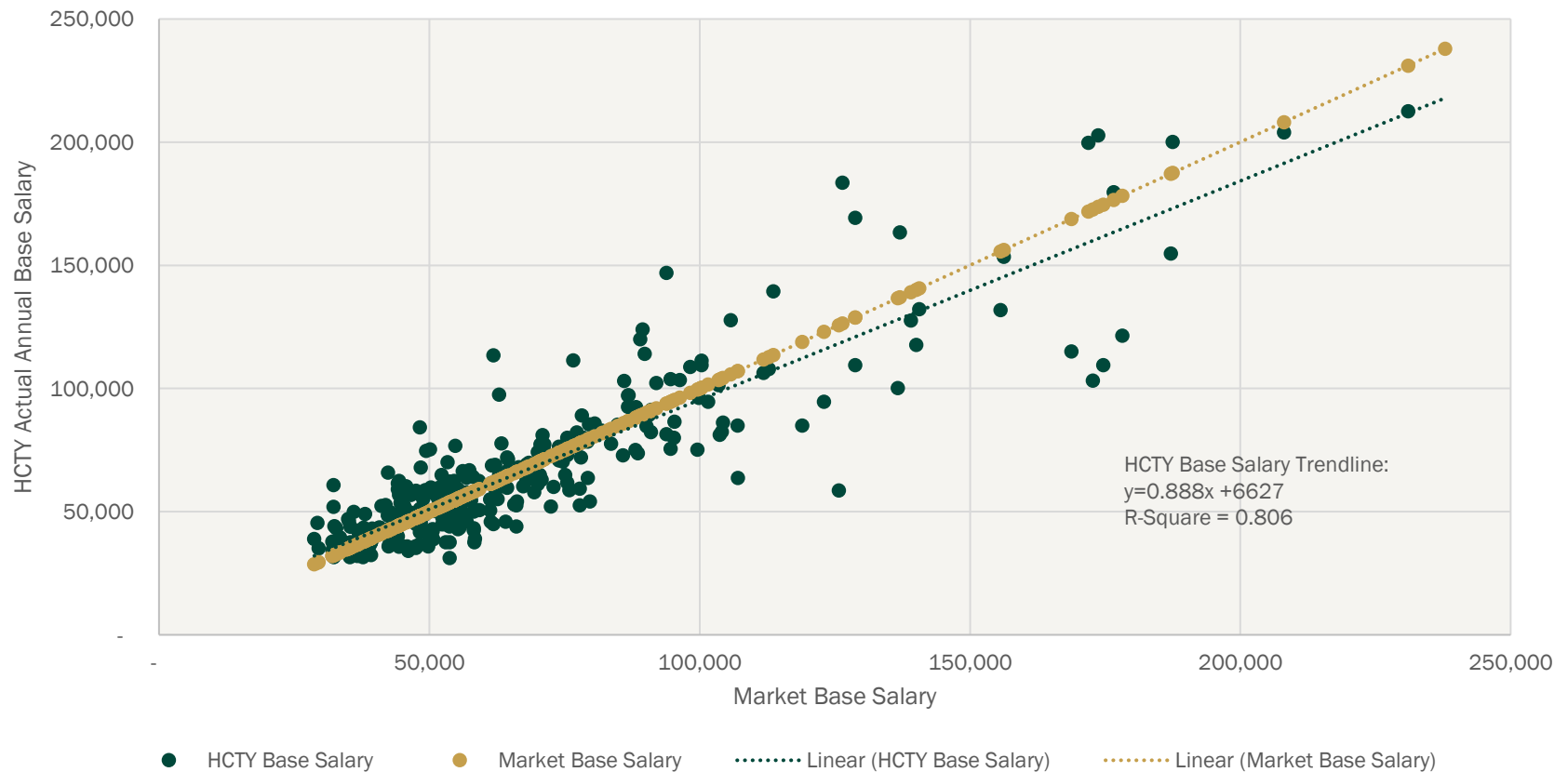


- PayFactors/PayScale survey data
 - Tied to labor market set to:
 - Geography: Houston
 - Industry: Public sector
 - Size: 17,000 employees
- Captured base salary at the 25th, 50th, and 75th percentiles

Base Pay Comparison



ANNUALIZED BASE SALARY COMPARED TO MARKET 50TH PERCENTILE BASE SALARY



Designed Salary Structures



- Salary structures serve a few purposes:
 - Implement compensation philosophy—balancing market data with internal equity
 - Simplify compensation administration
- Range minimums establishes attractive entry level pay
- Range midpoint approximates the market benchmark
- Range maximum establishes encourages employees to develop new skills, seek new roles.

Benefits/Total Compensation Analysis

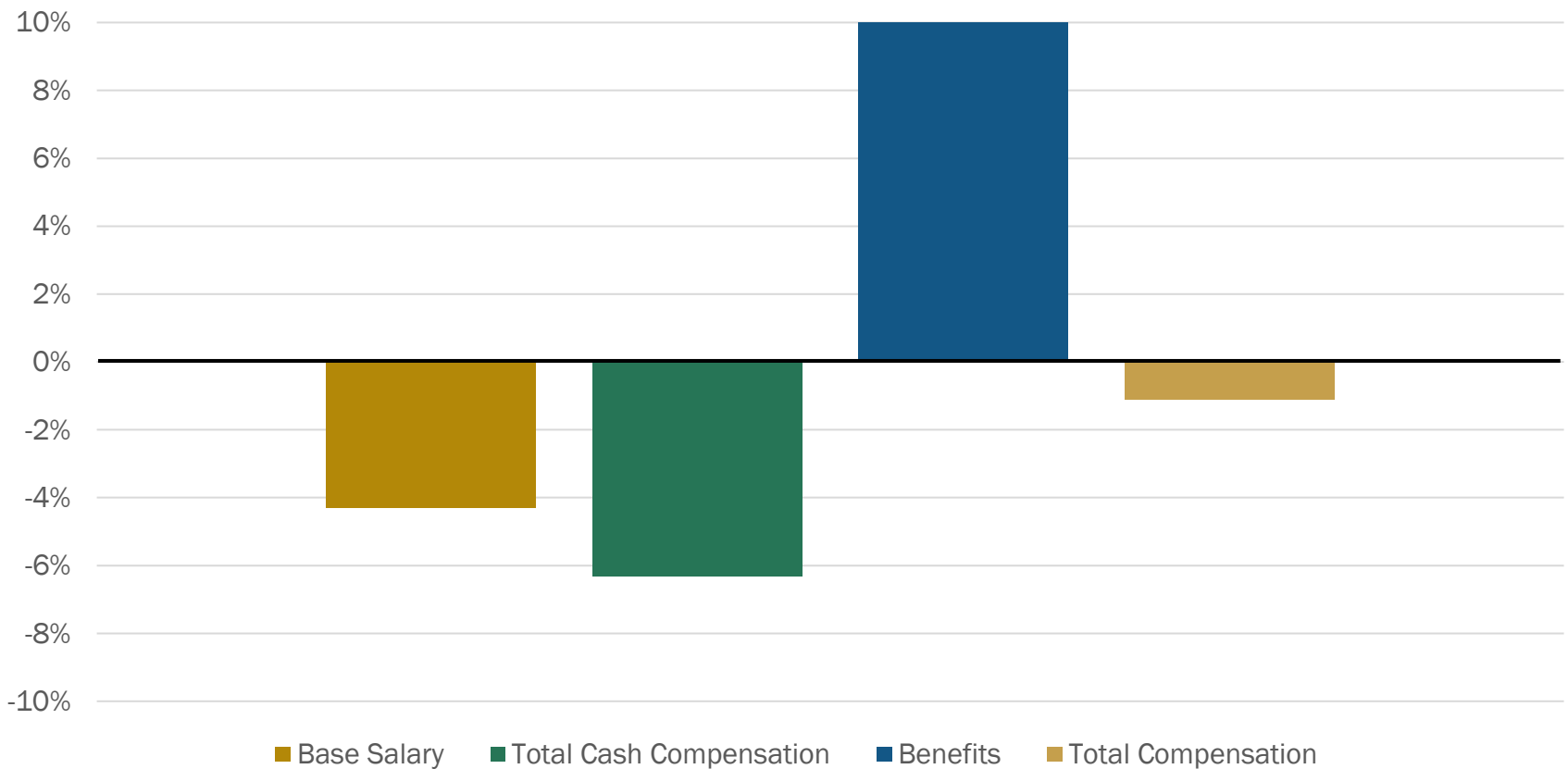


- Enhanced fringe formula based on:
 - Fixed cost elements (e.g., medical, dental, vision, STD, LTD, and life insurance)
 - Variable-cost benefits (retirement, PTO)
- With this valuation formula, evaluate employee benefit levels to market levels
- Add benefits values to market base pay to calculate total compensation

Compensation Study Results



TOTAL COMPENSATION ANALYSIS POSITION TO MARKET





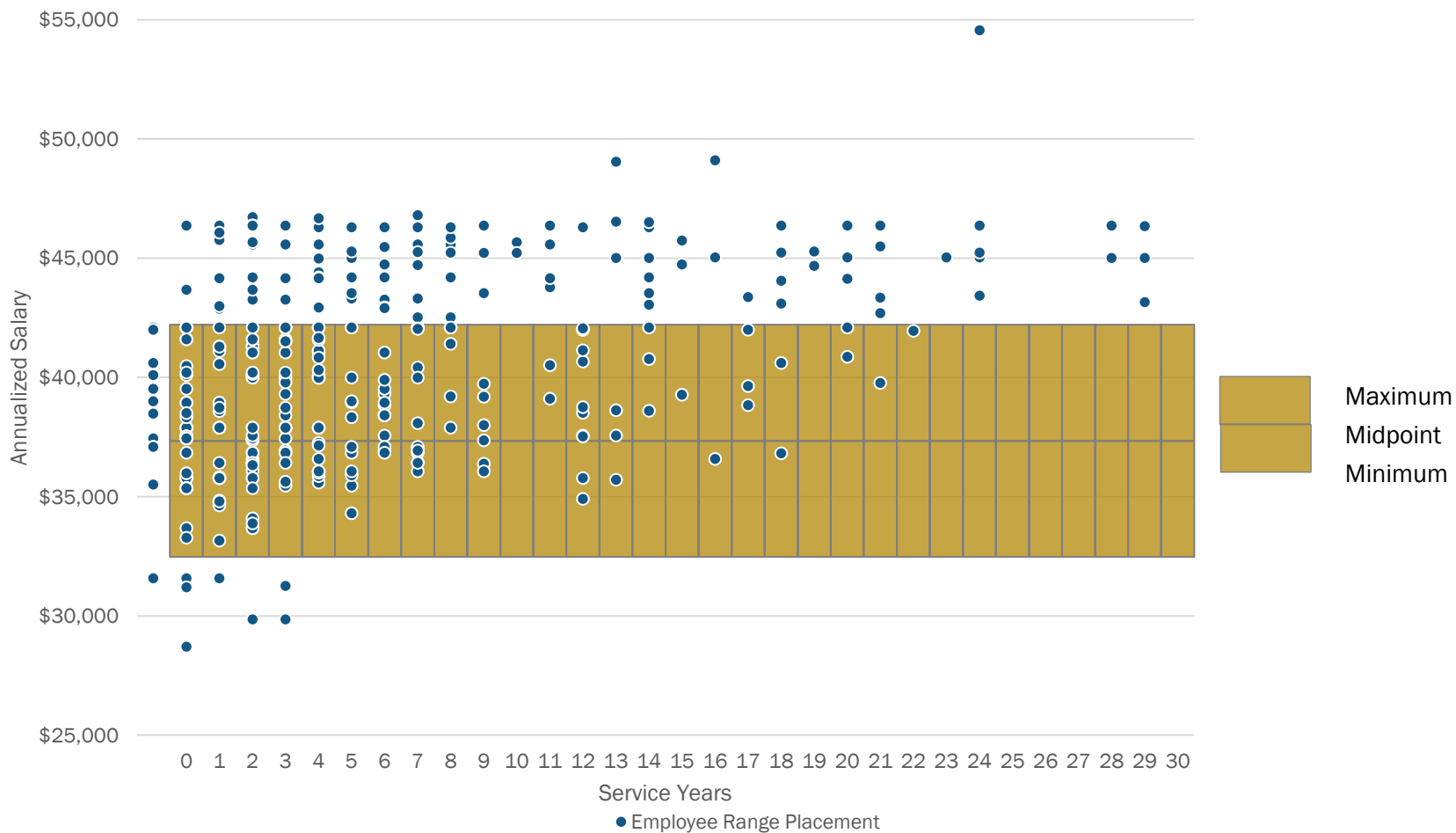
Findings & Recommendations

Current Plan Assessment



- Structures can be simplified and improved
- Current job documentation makes reliable benchmarking difficult
- Base pay is generally below market levels
- Benefits are generally above market levels
- Pay can vary significantly for similar jobs

Sample Position: Clerk II



Recommendations



- Continue benchmarking within Payfactors
- Implement market-based pay structure
- Increase pay for employees below range minimums
- Freeze pay for employees above range maximums
- Consider a job architecture process to introduce standards around the type and level of work performed
- Budget for market competitive pay increases
- Standardize the process for annual salary reviews
- Adjust structures annually



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