



## Richland County Council

Total Rewards Work Session

March 19, 2019 – 2:00 PM  
Council Chambers  
2020 Hampton Street, Columbia, SC 29204

1. **Call to Order**
2. **Employer of Choice**
3. **Richland County Government Challenges**
4. **State and Local Government Trends**
5. **Generations in the Workplace**
6. **Employee Expectations**
7. **Total Rewards Study Major Components**
8. **Total Rewards Study Employees**
9. **Total Rewards Class and Comp**
10. **Total Rewards Cost Projections**
11. **Action Plan and Recommendations**
12. **Adjournment**

The Honorable Paul Livingston, Chair  
Richland County Council

\*\*\*Council may go into executive session as permitted under the S.C. Freedom of Information Act when discussing personnel, contractual matters, litigation, to receive legal advice or for any other matter as permitted under the FOIA\*\*\*

# Total Rewards Journey Study Final Report

Presented by



Richland County

**HUMAN RESOURCES**

# Why are we here?



Support County Council's Mission and Vision

## MISSION STATEMENT:

*The mission of the government of Richland County, South Carolina, is to provide essential services, efficiently and effectively, in order to improve the quality of life for its citizens. Richland County Government shall be accessible to all and shall provide cordial, responsible assistance and information in a prompt, equitable, and fair manner. This mission shall be achieved with minimal bureaucracy, with integrity, and within the parameters and power set forth in applicable federal, state, and local laws.*

## VISION STATEMENT:

*Richland County will be a model community for the State and nation. Our county will be a safe, diverse, and sustainable community, with a thriving economy that provides opportunities for all residents to live, work, learn, and grow.*



# Good News!

**IT'S NOT**  
*just*  
**ABOUT**  
**THE MONEY**



# Bad News

It's More Difficult  
Than Just  
Spending  
Money





# Why Total Rewards?

- Reinforce the mission, vision and values of RCG
- Create appropriate competitive advantage for attracting and retaining qualified employees
- Enhance the employee experience with RCG
- Reduce the financial investments necessary
- Offer and communicate rewards which meet the needs of a diverse work force
- Position RCG as an Employer of Choice





# Best Practice

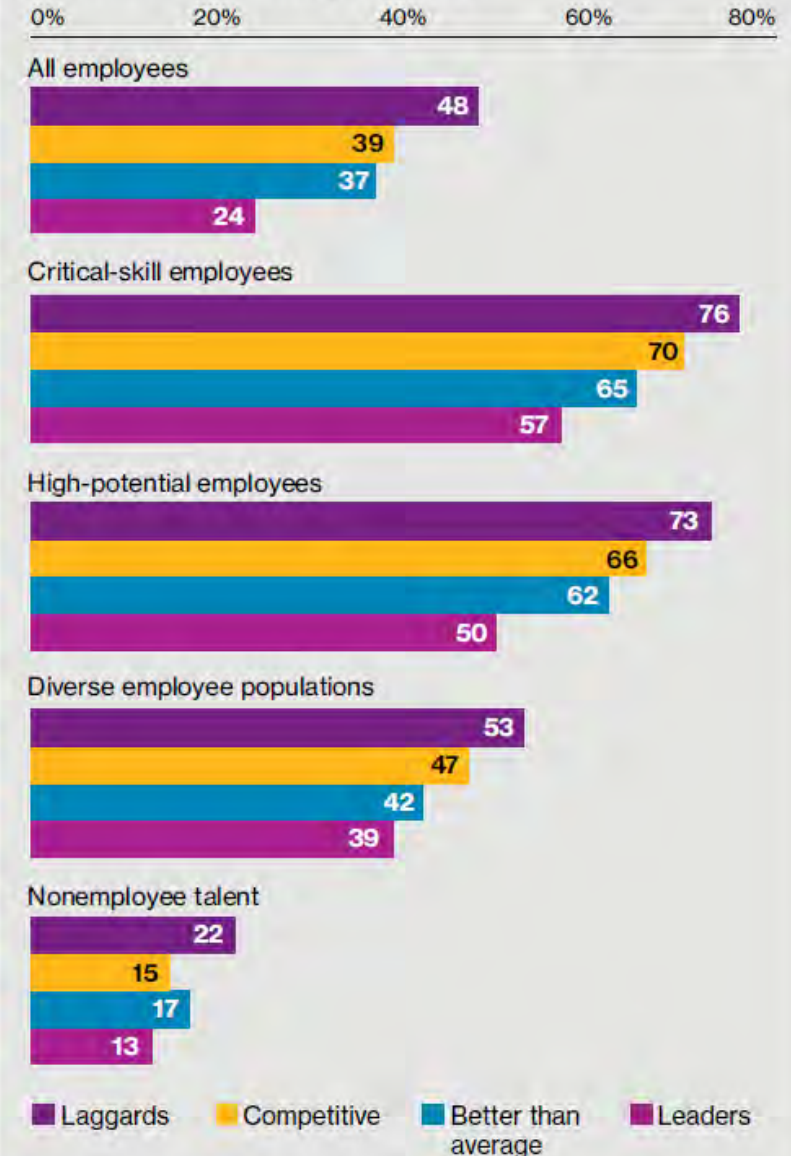
Findings from the 2018 Modernizing Total Rewards Survey reveal while most employers continue to follow the status quo, leading organizations are using breakthrough approaches to Total Rewards design and delivery in order to differentiate their programs and stay ahead of competitors.



# Best Practice

Organizations identified as leaders in Total Rewards have fewer difficulties attracting and retaining talent

Figure 3. Laggards are twice as likely to face attraction problems than are leading companies



Percentages represent to what extent organizations are experiencing problems attracting employees in the listed groups. (Moderate extent/Great extent)

Source: Willis Towers Watson



# Why Employees Quit



Compensation



Employer of Choice

According to The Work Institute:

“Conventional wisdom says that most employees leave their current jobs for better-paying positions. The Work Institute reports shows that career development opportunities, work-life balance and poor management are actually among the most-cited reasons for quitting.”



# Total Rewards Study Components

## Major Components

- Custom Employer Survey - Peer Group
  - Specific comp, benefit, retirement, work-life questions
- Employee Engagement Survey
  - Conduct Employee Climate Survey and Use Demographic Data
  - Conjoint Analysis
  - Total Rewards Strategy Session
- Classification and Compensation Data Analysis
  - Labor market—lose to/draw from
  - Specific public and private entities
  - Scope and demographics
- Total Rewards Programs and Practices Analysis

# The Building Blocks of Total Rewards



## Benefits

- ❖ Healthcare
  - Medical
  - Prescription
  - Dental
  - Vision
- ❖ Death and disability
- ❖ Retirement
- ❖ Paid time off
- ❖ Long-term care
- ❖ Wellness
- ❖ Voluntary Benefits



## Compensation

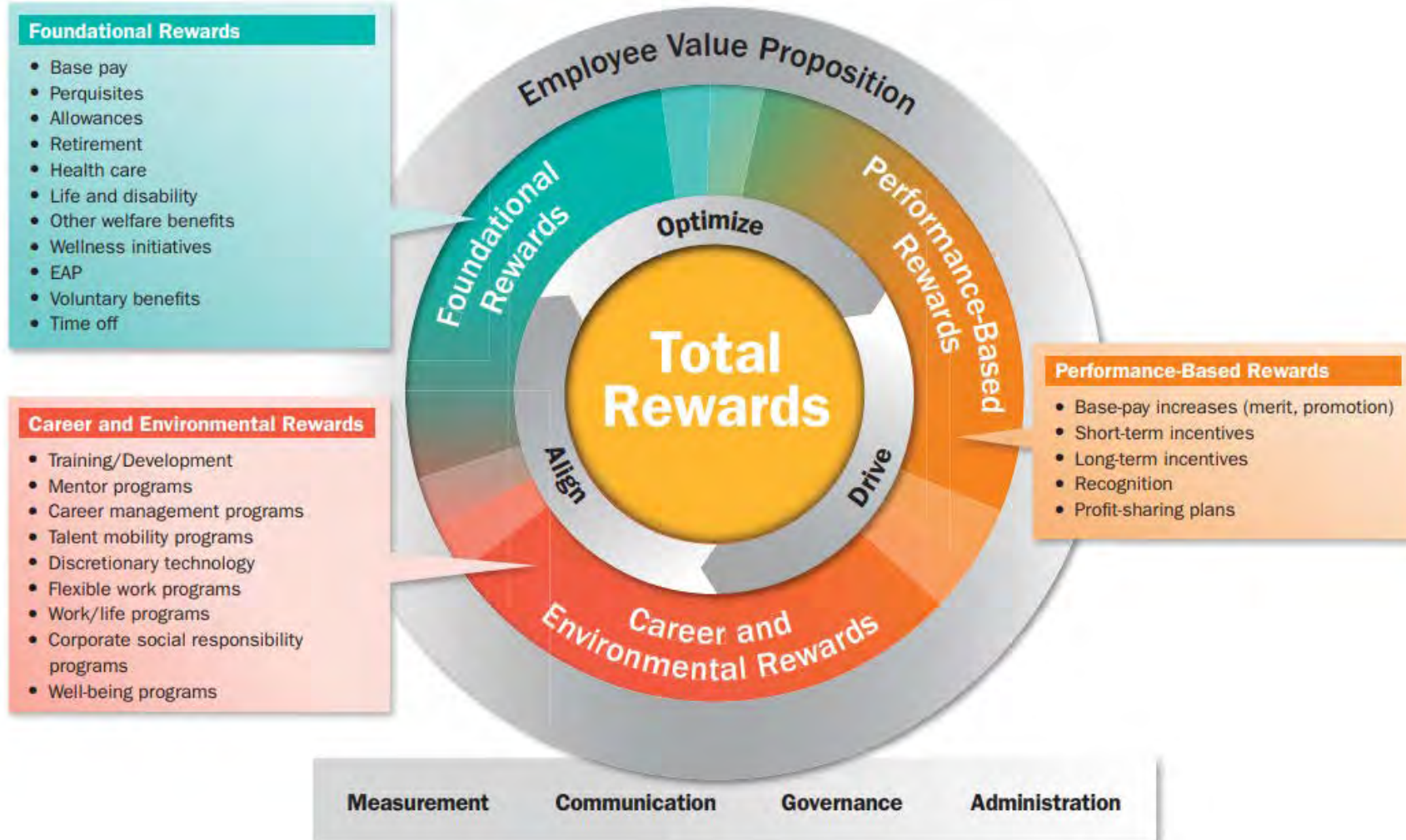
- ❖ Base salary
- ❖ Variable pay
  - Annual incentives
  - Gain sharing
  - Profit sharing
- ❖ Long-term incentives
- ❖ Pay for performance
- ❖ Sales compensation

## Workplace Experience

- ❖ Growth and development
- ❖ Talent management
- ❖ Succession planning
- ❖ Communication
- ❖ Connectivity to supervisor and leadership
- ❖ Work/life benefits
- ❖ Corporate leadership
- ❖ Recognition



## A framework for shaping rewards into a broad work experience



# Sample Total Rewards Strategy





“ In the new world of work, the process of designing and delivering Total Rewards programs becomes an ongoing journey requiring regular course corrections to address the evolving needs of both the workforce and the organization.”

-Willis Towers Watson

# Major Challenges Facing Employers



# Top Challenges Employers are Facing:



- Retaining and Rewarding Talented Candidates
- Developing Future Leaders
- Establishing a Healthy and Cooperative Culture
- Elevating Human Capital Investments
- Flexible Work Arrangements
- Clear, Fair and Transparent Work Culture and Open Leadership
- Career Advancement Opportunities for Employees
- Effectively Handling Sexual Harassment Issues
- Protecting employee privacy and confidential data
- Dealing with expanding federal, state and local paid-leave laws
- Attracting and retaining a quality workforce
- Competitive Compensation







# Richland County Government Challenges

- RCG is a public sector employer
- Developing and sustaining a consistent customer centric focus
- Can't afford strategy to pay more than all employers
- Designing and supporting an effective Succession Development Management program
- Applicants and employers make employment decisions for many factors – other than pay
- Skyrocketing health care and pharmaceutical costs
- Consistent investment needed for efficient user-friendly technology
- Building a culture and brand of accountability, civility, customer service, community engagement, health, safety, wellness and fairness.
- Record low unemployment
- Many baby boomers eligible and retiring
- Many generations in workplace
- Escalating chronic health conditions
- Competitive pay labor market





# Trends in State & Local Government



- The role of retirement benefit programs as workforce management tools will need to be more fully understood during benefit reform conversations.
- Recruitment and retention of qualified personnel will continue to be a challenge for state and local governments.
- State and local governments will continue to follow their innovative peers in restructuring their HR policies and processes, employee engagement efforts, use of technology, and external communications to develop their workforce of the future.
- With tight budgets and expanded service responsibilities, interest in government staff sharing across jurisdictional boundaries is likely to grow.

# Trends in State & Local Government



- Against the backdrop of reforms that have reduced benefits for many public sector workers, more public employers are going to consider innovative approaches to helping their employees save.
- The need to fill essential positions, along with the preference of some retired public workers to work again, will require governments to identify post-retirement employment policies that account for both workforce management flexibility and retirement system actuarial soundness.

# Trends in State & Local Government



- **Account-based health plans will create buzz**
  - ❖ *Large employers should soon be able to offer health reimbursement arrangements (HRAs) that allow employees to purchase individual coverage for themselves instead of receiving employer-sponsored group coverage*
- **Direct contracting with health care providers will grow**
  - ❖ *As health care costs continue to put economic pressure on organizations and their workers, employers' strategies will focus on improving access to better-quality and lower-cost care*
- **Employers will get family-friendly faster**
  - ❖ *State and local laws, the war for talent and changing social expectations will lead more employers to consider adding paid caregiver leave for family-related absences*



# Trends in State & Local Government



- **Voluntary benefits will become more personal**
  - ❖ *As consumer expectations continue to evolve, employees will depend more on their employers for advice and help in understanding how to best leverage their benefits to address their specific needs*
- **Emotional health will move to the forefront**
  - ❖ *Access to behavioral health services will improve in 2019, benefits specialists anticipate*
- **Benefits technology will simplify employees' decision-making**
  - ❖ *Benefits watchers expect the growth of online benefit enrollment and management to continue*



# MULTIPLE GENERATIONS @ WORK



Baby Boomers  
(1946–1964)

- This is so exciting!
- Optimistic

Generation X  
(1965–1980)

- Is there an app for that?
- Very independent

Generation Y  
(1981–2000)

- And why are we doing this?
- Need meaningful work and life

Generation 2020  
(Born after 2000)

- Not enough information to determine this group

# MULTIPLE GENERATIONS @ WORK



BORN	Baby Boomers	Generation X	Generation Y (Millennials)
Elements	1946–1964	1965–1980	1981–2000
Values	Participation equity	Balance between life and work	Diversity/morals
Authority	Non-authoritarian	Dislikes close supervision	Respectful of early generations
Characteristics	Optimistic	Highly motivated	Can-do attitude
Work Priorities	To be a star	Fun and flexible	Money/career development
Training	Skill practice	Visional stimulation	Mentor programs
Technology	Willing to learn	Technologically savvy	Technologically superior
Career Goal	Build a stellar career	Build a portable career	Build parallel careers
Work/Life Need	Assistance	Balance	Meaningful balance
Compensation	Fixed Salary/LTI/Stock	Fixed salary/STI	STI/commission
Benefits	Security	Portability	Education
Retirement and Wealth Need	Retirement planning	Build wealth	Education/portability



# MULTIPLE GENERATIONS @ WORK



## Generations – What Motivates Them?

Baby Boomer	Generation X	Millennial
<ul style="list-style-type: none"> <li>• Respect our knowledge</li> <li>• Recognition</li> <li>• Meaningful, challenging work</li> </ul>	<ul style="list-style-type: none"> <li>• Fun, challenging work</li> <li>• Money</li> <li>• Feeling valued</li> <li>• Good atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>• Having a purpose</li> <li>• Flexibility to work in way that suits me/my personality</li> </ul>

## Generations – Leadership Preferences

Baby Boomer	Generation X	Millennial
<ul style="list-style-type: none"> <li>• What is the goal?</li> <li>• Autonomy with accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Autonomous</li> </ul>	<ul style="list-style-type: none"> <li>• Give me space</li> <li>• Collaboration in small teams is a plus</li> </ul>



# What Do Today's Employees Want?

- Competitive wages
- Career development opportunities
- User friendly technology
- Relationship with supervisor
- Reputation of organization
- Civility
- Active listening
- Procedural justice
- Workplace flexibility
- Mental Health
- Work assignments
- Job security
- Accountability
- Health Insurance
- Wellness
- Safety
- Recognition
- Choice



**EXTRA! EXTRA!**  
**READ ALL ABOUT IT!**

**Richland County  
Becomes  
Employer of Choice**



# Employer of Choice



## Fairness

- Employees want to be treated fairly. Key factors that demand fairness are workload, promotions, salary, incentive, rewards and recognition.

## Opportunity for Career Advancement

- Professional development opportunities

## Training and Development

- Employees experience boredom when there is no learning. Learning can be acquiring new skills or sharpening their existing skills.

## Compensation

- Compensation may include salary and benefits that are equal to or above market standards.

# Employer of Choice



## Incentives

- Incentives may include bonuses

## Freedom and Respect

- Employees should be given freedom to express ideas. However, not all ideas will benefit the organization. Employees feel respected and listened to when they are allowed to express their ideas.

## Access to Information and Employee Communication

- Employees need to know what's really going on.

## Commitment

- Employers of Choice are committed to employees. This is reflected in everything from policies to business strategies and investments in Total Rewards.

# Employer of Choice



## **Involvement**

- Involvement is identification with one's job. Employees who are involved with their jobs are proud of what they do and feel responsible for the quality of their work.

## **Positive relationships with coworkers**

- Successful organizations motivate people to accept each other and to work as a team to achieve common goals.

## **Work/life balance programs**

- Most employees want a reasonable balance between work and personal life.

## **Job security**

- Employees are attracted to stay with organizations where they feel they will have a job if they do good work.



# Total Rewards Study



# Total Rewards Major Components



- Custom Employer Survey - Peer Group
  - Specific comp, benefit, retirement, work-life questions
- Employee Engagement Survey
  - Conduct Employee Climate Survey and Use Demographic Data
  - Conjoint Analysis
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# Total Rewards Executive Summary



- Achieve and Maintain Desired Positioning vs. Market
  - Internal vs. external pay competitiveness
  - Compensation competitiveness against peers
  - Employee and retiree benefits competitiveness with peers
- Address wage Compression
- Engagement Process with All Departments
  - HRSD began the process with a TRS Committee to gain employee feedback
  - HRSD moved into the department consultation phases with over 100 meetings between HRSD and Department Heads or their designees
  - HRSD will be partnering these groups for the multi-year implementation phases of the project



# What is the Custom Employer Survey?



- This custom survey of total rewards programs and practices was sponsored by Richland County, South Carolina and conducted by Buck (formerly Conduent HR Consulting) between June and August 2018.
- The primary objective of the survey was to gather benchmark information from selected organizations about compensation, benefit, and human resource programs and policies to determine competitive market practices for hiring, retaining, and rewarding employees.
- This information will enable the County to assess and improve its programs and policies.
- Finding the right mix and delivery of total rewards is essential to creating an organization in which employees can build a successful career and individuals want to join.



# Custom Employer Survey Executive Summary



## About the Survey Participants

- HRSD and Department Heads worked together to identify about 30 suggested participants
- The following 14 organizations responded to the survey:
  - Blue Cross and Blue Shield of SC
  - City of Cayce
  - City of Charleston
  - City of Charlotte
  - SC Department of Transportation
  - City of Columbia
  - County of Lexington
  - Greenville County
  - Mecklenburg County
  - Midlands Technical College
  - University of South Carolina
  - VC3
  - City of West Columbia
  - York County Government



# Employer Custom Survey Key Conclusions

- Overall, Richland County's total reward practices compare favorably to those of the survey participants. The County programs and policies that are particularly strong are:
  - A comprehensive benefit program
  - Generous retiree health care benefits
- The main areas in which the County lags the survey participants are:
  - Consistent pay increases
  - Recent and regular pay range adjustments
  - The 90-day benefit eligibility waiting period

# Employer Custom Survey Key Conclusions



- As an early step to guide Total Rewards Decisions, we recommend the County adopt a total rewards philosophy and strategy.
- Doing so will provide the County with guiding principles and standards that can be used to assess alternatives and make justifiable adjustments and improvements to its total rewards program and practices.

# What is the Employee Engagement Survey?



As part of the Total Rewards Study and Richland County collaborated on an Employee Engagement survey to **uncover meaningful data and information about the employee population that can inform decisions about County benefits, compensation, culture, career, work environment and communications.** It was distributed to County employees on May 8, 2018 and responses were accepted through May 18, 2018.



# What is the Employee Engagement Survey?

- Approximately 50% of RC employees responded to the survey, which was **higher than expected.**
- **The survey was split into six major sections:**
  - About You (Demographics)
  - Your Experience
  - Your Benefits and Compensation
  - Your Career
  - Your Work Environment
  - Anything Else? (Miscellaneous)

Survey Reveals Gaps in Employer of Choice Status



Employee Engagement Survey



=

Roadmap to Employer of  
Choice Status





# Employee Engagement Survey Executive Summary



- **Culture:**

- Most employees would advise family members or friends to apply for a job at RC (the majority agree or strongly agree)
- Most employees feel neither strongly positive nor strongly negative about the amount of recognition they receive, including from RC leadership

- **Benefits:**

- Benefits are valued more than compensation and culture as a reason to stay at the County, and there is little variation between employees with different types of dependents
- The biggest variances of how benefits were valued among employees were between women and men (women valued benefits more than men) and age (Gen Z valued benefits the least of all generations)



# Employee Engagement Survey Executive Summary



- **Career:**

- Employees generally feel positive about the effectiveness of their managers' coaching and oversight
- Most employees also express positive sentiment about the learning and development opportunities available to them, but indicated they would value having even more of these opportunities

- **Work Environment:**

- Most employees feel safe in their work environment and believe it to be diverse
- Most employees also believe RC has a positive impact on the community



# Employee Engagement Survey Executive Summary



- **Compensation:**

- Compensation is less of a driving factor in attraction of talent to RC than career opportunities, benefits, and work environment
- Compensation is even less of a factor as it relates to retention
- Most employees believe compensation levels at RC are not competitive with the market

- Note: this executive summary is intended to provide a summary of findings for each area; in some cases, findings varied significantly by department, gender, employee group, generation, dependent status, medical insurance status, and salary range. “Employees” refers to employees who responded to the survey.





# Employee Engagement Survey Executive Summary

- **Communications:**

- All populations believe the *clarity* of communications they receive from their supervisor/manager is sufficient (directors lead strongly in this category)
- The *frequency* of communications employees receive from leadership and HR is perceived to be less adequate than the frequency of communications received from their supervisor/manager (leadership's communications lags HR's for most populations)



# Employee Engagement Survey Executive Summary



- One of the final questions asked, “Suppose you were in charge for a day and could make one change to make Richland County an even greater place to work. What would you do?” Thematically, the most frequent responses were:
  - More opportunities for career advancement
  - Additional paid and unpaid time off
  - Flexible work arrangements
  - Compensation aligned with the market



# Employee Engagement Survey Sample Question



**Q9: Why do you still work at Richland County? What motivates you to come to work each day?(Check all that apply)**

## Key Findings

### Compared to reasons why employees applied to jobs at Richland County

- As respondent salary increased beyond \$75,000, more respondents indicated compensation as their reason to continue to work at RC
- Work environment and co-workers are the only reasons to increase (overall) by more than 3%
- While all age ranges see a drop, Gen Z sees the smallest drop in Career as a reason
- Women consider benefits as a reason to work at RC more than men (41% to 25%)

# Sample Question 1



**Q9: Why do you still work at Richland County? What motivates you to come to work each day?(Check all that apply)**

## Overall Results

**N=1218**

Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
33%	52%	17%	12%	33%	37%	25%

## Results by Employee Group

	Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
Director	29%	50%	17%	17%	29%	17%	50%
Manager	39%	55%	17%	12%	34%	35%	34%
Supervisor	32%	63%	14%	10%	29%	33%	25%
Exempt Employee	32%	57%	21%	17%	42%	43%	21%
Non-exempt (hourly) Employee	34%	48%	18%	12%	35%	40%	24%
Prefer not to say	31%	47%	11%	10%	19%	25%	25%

# Sample Question 1



**Q9: Why do you still work at Richland County? What motivates you to come to work each day?(Check all that apply)**

## Results by Gender

	Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
Female	41%	48%	19%	10%	34%	36%	25%
Male	25%	58%	14%	15%	34%	40%	25%
Prefer not to say	31%	35%	18%	8%	18%	23%	31%

## Results by Age

Younger than 23 (Generation Z)	11%	71%	29%	18%	46%	57%	11%
Between 24 and 38 (Generation Y/Millennial)	30%	61%	17%	18%	35%	43%	21%
Between 39 and 53 (Generation X)	36%	58%	15%	8%	28%	33%	27%
Older than 54 (Baby Boomer)	36%	37%	19%	12%	39%	34%	29%
Prefer not to say	31%	30%	15%	9%	23%	28%	29%



# Sample Question 1



**Q9: Why do you still work at Richland County? What motivates you to come to work each day?(Check all that apply)**

### Results by Dependents

	Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
I do not have any dependents	33%	49%	21%	15%	36%	39%	21%
I have a spouse and a child/children	30%	56%	14%	12%	33%	39%	26%
I have a child/children, but no spouse	42%	57%	16%	8%	28%	34%	27%
I have a spouse, but no children	32%	50%	18%	11%	36%	39%	27%
Prefer not to say	37%	34%	17%	10%	24%	20%	33%

### Results by Medical Insurance

I do not have any dependents	36%	50%	22%	15%	36%	40%	21%
My dependents are NOT on Richland County's medical insurance	26%	55%	15%	12%	32%	36%	28%
My dependents ARE on Richland County's medical insurance	40%	55%	13%	10%	33%	38%	25%
Prefer not to say	29%	33%	16%	7%	20%	17%	39%

# Sample Question 1



**Q9: Why do you still work at Richland County? What motivates you to come to work each day?(Check all that apply)**

**Results by Salary**

	Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
Under \$29,999	34%	34%	17%	12%	43%	36%	30%
Between \$30,000 and \$49,999	32%	56%	16%	13%	33%	38%	23%
Between \$50,000 and \$74,999	34%	62%	17%	9%	27%	36%	27%
Between \$75,000 and \$99,999	40%	55%	31%	17%	40%	36%	24%
Greater than \$100,000	47%	67%	33%	13%	40%	33%	20%
Prefer not to say	33%	33%	19%	10%	29%	32%	32%

# Sample Question 1



**Q9: Why do you still work at Richland County? What motivates you to come to work each day?(Check all that apply)**

## Results by Department (1/2)

	Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
Administration	43%	57%	23%	20%	51%	49%	23%
Animal Services	43%	29%	29%	0%	36%	50%	57%
Assessor	48%	55%	29%	6%	45%	45%	23%
Auditor	61%	22%	30%	13%	35%	30%	17%
CASA	18%	27%	18%	27%	73%	36%	55%
Clerk of Council	0%	33%	0%	0%	0%	0%	67%
Clerk of Court	63%	41%	17%	5%	39%	41%	17%
Community & Government Service	30%	50%	20%	0%	40%	40%	20%
Community Planning & Development	47%	45%	13%	11%	24%	18%	37%
Coroner	17%	58%	8%	25%	50%	58%	25%
Detention Center	55%	48%	15%	0%	8%	18%	23%
Economic Development	50%	50%	25%	0%	50%	25%	25%
Emergency Medical Services	24%	62%	24%	9%	19%	42%	29%
Finance	37%	63%	37%	21%	37%	53%	26%
Human Resources	36%	29%	7%	7%	21%	14%	36%
Information Technology	53%	44%	44%	16%	31%	34%	25%
Legal	60%	60%	60%	20%	40%	80%	0%

# Sample Question 1



## Q9: Why do you still work at Richland County? What motivates you to come to work each day?(Check all that apply)

### Results by Department (2/2)

	Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
Legislative Delegation	33%	67%	33%	33%	67%	67%	0%
Magistrates/Court Administration	66%	46%	27%	10%	34%	34%	24%
Master in Equity	0%	50%	0%	0%	50%	0%	0%
Ombudsman	50%	33%	33%	17%	17%	17%	33%
Operational Services	28%	31%	8%	14%	39%	28%	25%
Probate Court	50%	75%	0%	0%	38%	50%	25%
Public Defender	38%	31%	13%	13%	50%	31%	38%
Public Information	20%	80%	0%	0%	40%	60%	20%
Public Works	37%	34%	12%	5%	22%	27%	24%
Registration/Election Commission	73%	0%	36%	0%	9%	9%	18%
Risk Management	25%	50%	25%	0%	0%	50%	50%
Sheriff	17%	60%	9%	16%	37%	39%	23%
Solicitor	50%	65%	38%	12%	35%	62%	12%
Transportation Penny	50%	100%	50%	50%	100%	100%	0%
Treasurer	52%	62%	31%	10%	31%	10%	41%
Utilities	60%	40%	40%	40%	60%	80%	10%
Water	25%	31%	16%	9%	13%	22%	31%

# Sample Question 2



## Q15.2: I am paid fairly for the work I perform at Richland County

### Key Findings

- Directors have the strongest positive sentiment (27%)
- Gen Z employees are the only group to have more positive sentiment than negative (43% to 35%).
- Baby Boomers and Gen Z are the two groups to be below the overall for negative sentiment (49% and 35%, respectively, and 56% overall)
- Those who earn above \$75,000 are the only employees who have more positive sentiment than negative sentiment

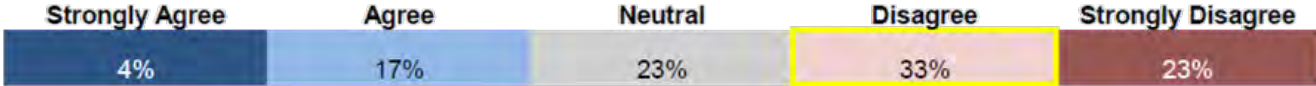
# Sample Question 2



## Q15.2: I am paid fairly for the work I perform at Richland County

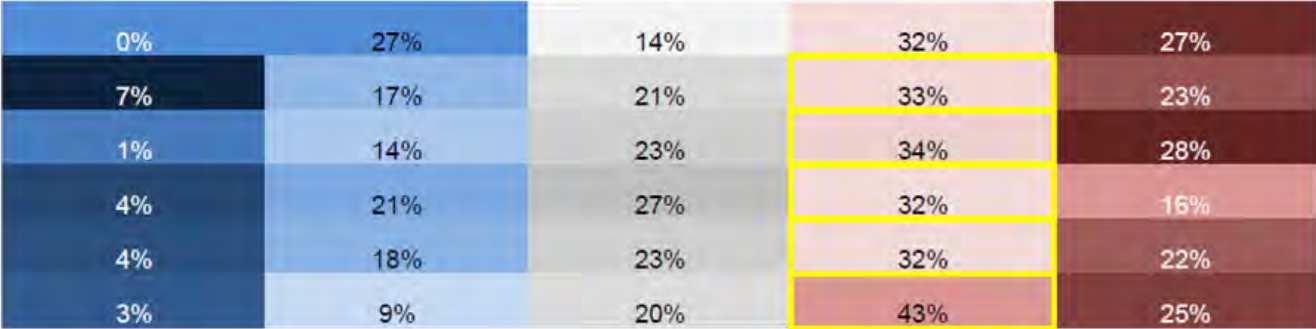
### Overall Results

N=1109



### Results by Employee Group

- Director
- Manager
- Supervisor
- Exempt Employee
- Non-exempt (hourly) Employee
- Prefer not to say



# Sample Question 2



## Q15.2: I am paid fairly for the work I perform at Richland County

### Results by Gender

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Female	5%	19%	25%	31%	21%
Male	3%	17%	22%	36%	23%
Prefer not to say	1%	12%	18%	34%	35%

### Results by Age

Younger than 23 (Generation Z)	14%	29%	21%	21%	14%
Between 24 and 38 (Generation Y/Millennial)	3%	16%	22%	37%	22%
Between 39 and 53 (Generation X)	2%	15%	24%	34%	25%
Older than 54 (Baby Boomer)	6%	20%	24%	30%	19%
Prefer not to say	1%	16%	21%	29%	32%

# Sample Question 2



## Q15.2: I am paid fairly for the work I perform at Richland County

### Results by Dependents

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I do not have any dependents	5%	19%	27%	30%	19%
I have a spouse and a child/children	2%	16%	20%	37%	26%
I have a child/children, but no spouse	2%	13%	26%	35%	24%
I have a spouse, but no children	6%	21%	21%	35%	17%
Prefer not to say	4%	19%	26%	22%	30%

### Results by Medical Insurance

I do not have any dependents	5%	19%	27%	31%	19%
My dependents are NOT on Richland County's medical insurance	4%	18%	21%	32%	24%
My dependents ARE on Richland County's medical insurance	1%	14%	20%	40%	25%
Prefer not to say	3%	18%	21%	28%	30%



# Sample Question 2



## Q15.2: I am paid fairly for the work I perform at Richland County

### Results by Salary

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Under \$29,999	6%	26%	18%	24%	26%
Between \$30,000 and \$49,999	2%	13%	24%	37%	24%
Between \$50,000 and \$74,999	2%	19%	23%	37%	19%
Between \$75,000 and \$99,999	18%	33%	21%	15%	13%
Greater than \$100,000	7%	40%	27%	20%	7%
Prefer not to say	8%	17%	26%	26%	23%

# Sample Question 2



## Q15.2: I am paid fairly for the work I perform at Richland County

### Results by Department (1/2)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Administration	3%	13%	52%	19%	13%
Animal Services	0%	8%	38%	8%	46%
Assessor	7%	20%	30%	33%	10%
Auditor	5%	20%	40%	30%	5%
CASA	0%	18%	27%	27%	27%
Clerk of Council	0%	33%	67%	0%	0%
Clerk of Court	9%	18%	38%	22%	13%
Community & Government Service	0%	0%	44%	56%	0%
Community Planning & Development	0%	15%	36%	33%	16%
Coroner	8%	33%	17%	33%	8%
Detention Center	0%	11%	32%	32%	24%
Economic Development	0%	33%	33%	33%	0%
Emergency Medical Services	3%	16%	31%	36%	15%
Finance	0%	21%	26%	26%	26%
Human Resources	0%	14%	43%	21%	21%
Information Technology	10%	24%	21%	41%	3%

# Sample Question 2



## Q15.2: I am paid fairly for the work I perform at Richland County

### Results by Department (2/2)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Legal	0%	40%	20%	0%	40%
Legislative Delegation	0%	33%	33%	33%	0%
Magistrates/Court Administration	3%	21%	29%	29%	18%
Ombudsman	0%	0%	20%	0%	80%
Operational Services	9%	14%	17%	23%	37%
Prefer not to say	0%	4%	29%	25%	42%
Probate Court	0%	13%	25%	38%	25%
Public Defender	7%	7%	27%	27%	33%
Public Information	0%	20%	0%	80%	0%
Public Works	0%	8%	25%	44%	22%
Registration/Election Commission	11%	11%	67%	11%	0%
Risk Management	0%	25%	75%	0%	0%
Sheriff	3%	9%	21%	35%	32%
Solicitor	4%	35%	30%	26%	4%
Treasurer	5%	5%	36%	23%	32%
Utilities	0%	20%	50%	30%	0%

# Sample Question 3



## **Q17.7: I believe that advancement opportunities will exist when I am ready to advance.**

### **Key Findings**

- Directors had the lowest positive (14%) and highest negative (47%) sentiments
- Exempt and non-exempt hourly employees reported less positive sentiment than supervisors, as they had 33%, 35%, and 41% positive sentiment respectively
- Men had more positive sentiment (40%) than women (30%). This was reflected as negative sentiment by women (38%)
- Starting with Gen Y/Millennials, as age group increased, positive sentiment decreased. Gen Z was most neutral at 42% and had the lowest negative sentiment (20%)

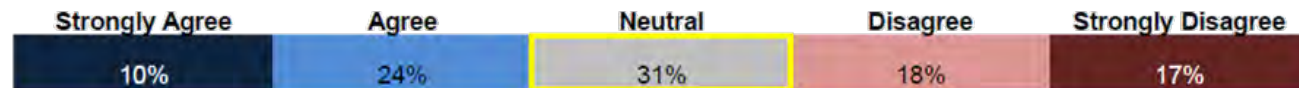


# Sample Question 3

**Q17.7: I believe that advancement opportunities will exist when I am ready to advance.**

## Overall Results

**N=1074**



## Results by Employee Group

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Director	14%	0%	38%	33%	14%
Manager	7%	24%	32%	16%	21%
Supervisor	10%	31%	32%	14%	13%
Exempt Employee	11%	22%	33%	18%	16%
Non-exempt (hourly) Employee	11%	24%	28%	19%	18%
Prefer not to say	8%	16%	36%	19%	21%

# Sample Question 3



## Q17.7: I believe that advancement opportunities will exist when I am ready to advance.

### Results by Gender

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Female	10%	20%	32%	19%	19%
Male	11%	29%	30%	17%	12%
Prefer not to say	5%	17%	27%	16%	36%

### Results by Age

Younger than 23 (Generation Z)	23%	15%	42%	8%	12%
Between 24 and 38 (Generation Y/Millennial)	11%	30%	28%	16%	15%
Between 39 and 53 (Generation X)	8%	23%	30%	22%	16%
Older than 54 (Baby Boomer)	11%	19%	35%	17%	17%
Prefer not to say	8%	17%	24%	14%	38%

# Sample Question 3



## Q17.7: I believe that advancement opportunities will exist when I am ready to advance.

### Results by Salary

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Under \$29,999	17%	20%	35%	13%	16%
Between \$30,000 and \$49,999	9%	26%	28%	19%	18%
Between \$50,000 and \$74,999	7%	23%	36%	20%	14%
Between \$75,000 and \$99,999	11%	24%	26%	24%	16%
Greater than \$100,000	13%	7%	67%	13%	0%
Prefer not to say	9%	20%	28%	19%	25%

# Sample Question 3



**Q17.7: I believe that advancement opportunities will exist when I am ready to advance.**

## Results by Department (1/2)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Administration	10%	17%	52%	14%	7%
Animal Services	0%	15%	23%	23%	38%
Assessor	17%	21%	41%	14%	7%
Auditor	21%	32%	21%	21%	5%
CASA	0%	0%	40%	20%	40%
Clerk of Council	0%	33%	0%	33%	33%
Clerk of Court	15%	26%	28%	17%	13%
Community & Government Service	22%	22%	22%	33%	0%
Community Planning & Development	6%	20%	29%	22%	24%
Coroner	8%	8%	75%	0%	8%
Detention Center	9%	20%	23%	14%	34%
Economic Development	0%	0%	67%	0%	33%
Emergency Medical Services	6%	22%	30%	23%	18%
Finance	16%	32%	37%	16%	0%
Human Resources	7%	21%	36%	7%	29%
Information Technology	4%	7%	25%	36%	29%



# Sample Question 3



**Q17.7: I believe that advancement opportunities will exist when I am ready to advance.**

## Results by Department (2/2)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Legal	0%	50%	0%	0%	50%
Legislative Delegation	33%	0%	67%	0%	0%
Magistrates/Court Administration	9%	21%	32%	15%	24%
Ombudsman	0%	0%	20%	20%	60%
Operational Services	3%	24%	29%	26%	18%
Prefer not to say	9%	13%	26%	22%	30%
Probate Court	29%	14%	29%	14%	14%
Public Defender	13%	13%	40%	13%	20%
Public Information	20%	20%	20%	40%	0%
Public Works	0%	20%	37%	14%	29%
Registration/Election Commission	0%	11%	11%	56%	22%
Risk Management	0%	0%	25%	50%	25%
Sheriff	13%	31%	28%	16%	12%
Solicitor	0%	10%	55%	20%	15%
Treasurer	9%	18%	23%	14%	36%
Utilities	22%	22%	44%	0%	11%

# Classification and Compensation Analysis



## Background

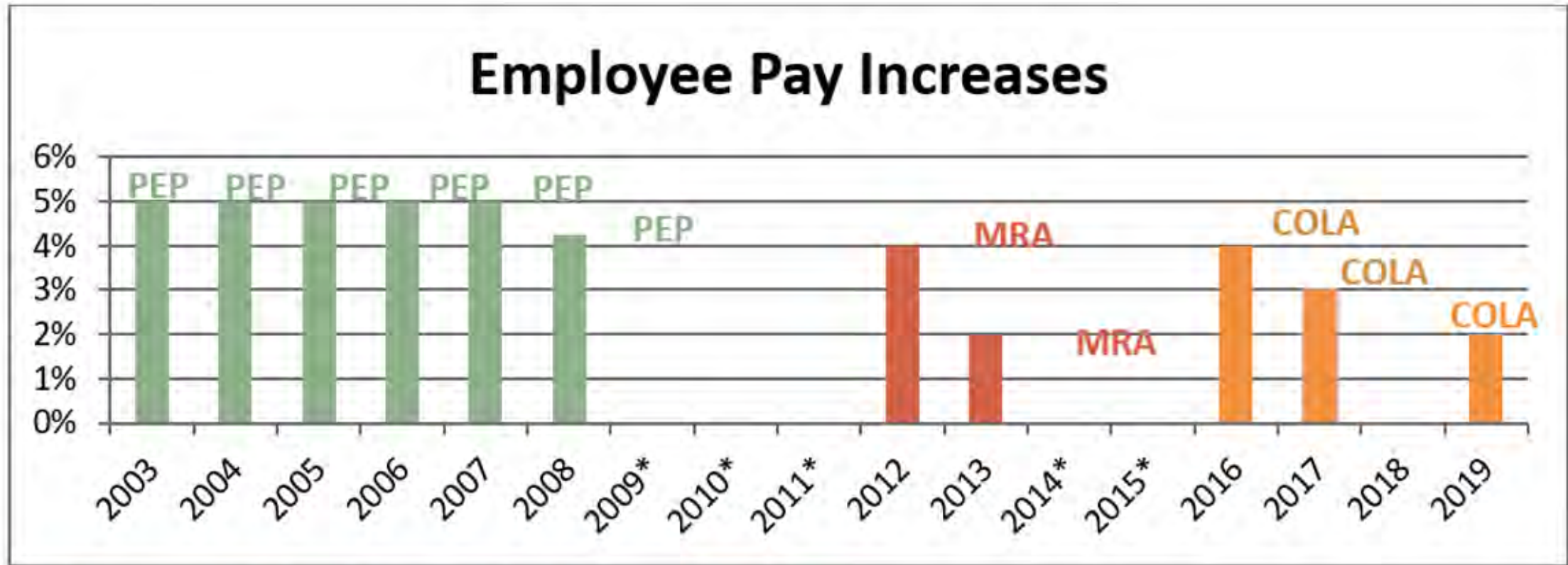
- In 2018, Richland County, South Carolina, undertook a complete assessment of its pay practices for positions across the County and implemented a new salary administration program to link pay at Richland County to the markets against which they recruit for talent.
- The methodology for developing the compensation program included a two-pronged approach: first, comparing pay for benchmark positions at Richland County (the Benchmark Analysis) to the specified labor markets and second, aligning non-benchmark positions at Richland County with the benchmark jobs in order to develop a job grading hierarchy and, subsequently, competitive salary ranges.

# Classification and Compensation Analysis



- Overall, the Richland County compensation program is designed to ensure:
  - Competitiveness with external relevant labor markets
  - Internal equity
  - Facility to recruit and retain the high quality staff necessary to meet the organization's long and short term goals

# Pay Increase History



*\*Employees did not receive pay increase this year*



# Pay Increase History

Year	PEP (max)	Longevity	MRA	Pay Range Increase	Sheriff Rank Structure Increases	COLA	CPI (Elected and Appointed)	Health Insurance Increase	Other Increases and Notes
2003	5.00%				2%-4%		1.60%	2%	
2004	5.00%				2%-4%		2.30%	9%	
2005	5.00%	1%-3%			2%-4%		2.70%	12%	
2006	5.00%	1%-3%			2%-4%		3.40%	2%	
2007	5.00%	1%-3%			2%-4%		3.20%	1%	
2008	4.25%	1%-3%			2%-4%		2.80%	-6%	
2009					2%-4%		3.80%	8%	
2010					2%-4%		-0.40%	6%	
2011					2%-4%		1.64%	11%	
2012			4%		2%-4%		3.16%	14%	
2013		1%-3%	2%	6%	2%-4%		2.10%	11%	Employees below the new range min increased
2014		1%-3%			2%-4%		1.46%	-2%	Increases to Sheriff employees
2015		1%-3%			2%-4%		1.62%	20%	ASGDC - Starting pay increase
2016		1%-3%			2%-4%	4%	0.12%	4%	
2017		1%-3%			2%-4%	3%	1.26%	28%	Building Custod, EMS & Detention Center increases*
2018		1%-3%			2%-4%		2.13%	6%	
2019						2%			

# Job Architecture and Hierarchy



- **Job Hierarchy/Grading Structure**
- In conjunction with the benchmark analysis, Richland County Human Resources met internally with key stakeholders to review the internal alignment of all positions within each department, both benchmark and non-benchmark positions.
- Department Heads developed their own hierarchies with support by HRSD
- Additionally, a review was conducted of positions with similar types of skills and responsibilities across the organization to ensure internal equity across departments.

# Classification and Compensation Analysis



- **Benchmark Analysis**

- Buck conducted a competitive benchmarking analysis comparing the County's pay practices for a representative sampling of jobs ("the benchmark jobs") against defined labor markets.
- Buck worked with Richland County to determine the primary labor markets against which the County competes for talent. In addition, Buck and Richland County worked to identify secondary labor markets that the County should be aware of, against which they may compete for talent.

# What are Percentile Wages



## What are Percentile Wages?

The percentile wage estimate is the value of a wage below which a certain percent of workers fall.

The following table provides an example of an occupation's percentile wages:

Percentile	10%	25%	50% Median	75%	90%
Annual Wage	\$22,880	\$31,200	\$41,600	\$49,920	\$60,320

The annual wage estimates in this example indicate that:

- 10% of employees earn less than \$22,880 per year; therefore the remaining 90% earn more than \$22,880 per year.
- 25% earn less than \$31,200; 75% earn more than \$31,200.
- 50% earn less than \$41,600; 50% earn more than \$41,600 (The 50th percentile is called the Median).
- 75% earn less than \$49,920; 25% earn more than \$49,920.
- 90% earn less than \$60,320; 10% earn more than \$60,320.



# Classification and Compensation Analysis



- **Salary Structure**
- Based on the market values for the benchmark positions, a competitive salary structure was developed and positions slotted based on their market value and in consideration of internal alignment. The end result is a salary grade and range assignment for each position at the County.
- Richland County's compensation structure consists of:
  - 18 grades
  - Midpoint progression (percent increase from grade midpoint to midpoint) that is 10% at the bottom of the structure, 12% in the middle grades, and 15% at the higher grades.
  - Range spread of 60% (percent difference from minimum to maximum) at the bottom half of the structure, moving to 80% at the higher grades, maintaining a strong link to market data, while allowing for internal equity at Richland County.

# Classification and Compensation Analysis



- Generally, the following methodology was used to assign the primary and secondary labor markets to the benchmark jobs:

<b>Labor Market</b>	<b>Job Category</b>	<b>Description</b>
Labor Market A	Assistant/Deputy Director and above	National / Blend (75% Government / 25% General Industry) / Scoped by # Employees
Labor Market B	Exempt up to Manager (IT, Human Resources, Accounting, Finance)	Southeast / (75% Government / 25% General Industry) / Scoped by # Employees
Labor Market C	Exempt up to Manager (Utilities, Public Works)	Southeast / Government / Scoped by # Employees
Labor Market D	All Non-Exempt	Columbia, SC Metro Area / All Orgs / All Employees

# Proposed Pay Structure Ranges



Grade	Salary Range					Midpoint Progression	Range Spread
	Min	1st Quartile	Midpoint	3rd Quartile	Max		
18	\$119.5	\$143.4	\$167.3	\$191.2	\$215.1	1.15	80%
17	\$103.9	\$124.7	\$145.5	\$166.3	\$187.1	1.15	80%
16	\$90.4	\$108.4	\$126.5	\$144.6	\$162.7	1.15	80%
15	\$78.6	\$94.3	\$110.0	\$125.7	\$141.4	1.12	80%
14	\$70.2	\$84.2	\$98.2	\$112.3	\$126.3	1.12	80%
13	\$62.6	\$75.2	\$87.7	\$100.2	\$112.8	1.12	80%
12	\$55.9	\$67.1	\$78.3	\$89.5	\$100.7	1.12	80%
11	\$49.9	\$59.9	\$69.9	\$79.9	\$89.9	1.12	80%
10	\$44.6	\$53.5	\$62.4	\$71.3	\$80.3	1.12	80%
9	\$42.9	\$49.3	\$55.7	\$62.2	\$68.6	1.1	60%
8	\$39.0	\$44.8	\$50.7	\$56.5	\$62.4	1.1	60%
7	\$35.4	\$40.7	\$46.1	\$51.4	\$56.7	1.1	60%
6	\$32.2	\$37.0	\$41.9	\$46.7	\$51.5	1.1	60%
5	\$29.3	\$33.7	\$38.1	\$42.5	\$46.9	1.1	60%
4	\$26.6	\$30.6	\$34.6	\$38.6	\$42.6	1.1	60%
3	\$24.2	\$27.8	\$31.5	\$35.1	\$38.7	1.1	60%
2	\$22.0	\$25.3	\$28.6	\$31.9	\$35.2	1.1	60%
1	\$20.0	\$23.0	\$26.0	\$29.0	\$32.0	--	60%

# Departmental Summary Results



## Market Analysis: Findings

- Base salaries for sixteen (16) departments are at or below the 25<sup>th</sup> percentile of the market, in aggregate.
  - Base salaries for eleven (11) departments are competitive with the 50<sup>th</sup> percentile, in aggregate.
  - Two (2) departments, Administration and Coroner, are competitive with the 75<sup>th</sup> percentile of the market.

Department	# Inc	Base Variance		
		25th	50th	75th
Administration	2	36.6%	21.4%	5.3%
Animal Services	8	-8.3%	-17.1%	-25.7%
Auditor	5	-1.1%	-11.6%	-21.3%
CASA	2	-5.7%	-16.4%	-27.3%
Clerk of Court	23	4.5%	-5.3%	-18.0%
Community and Government Service	1	4.5%	-10.4%	-17.6%
Community Planning and Development	33	11.5%	-2.0%	-12.8%
Coroner	2	38.3%	27.1%	6.7%
Detention Center	157	-12.5%	-18.0%	-23.3%
Economic Development	2	27.3%	5.5%	-7.8%
Emergency Medical Services	126	12.4%	-0.3%	-10.4%
Finance	19	0.2%	-10.7%	-20.8%
Human Resources	7	-6.4%	-16.7%	-25.9%
Information Technology	15	8.3%	-2.7%	-13.4%
Legal	6	7.5%	-3.7%	-16.1%

Department	# Inc	Base Variance		
		25th	50th	75th
Magistrates/Court Administration	54	-5.4%	-16.1%	-26.9%
Master In Equity	2	18.5%	5.9%	-6.0%
Ombudsman	6	-2.2%	-12.5%	-22.0%
Operational Services	43	-8.2%	-19.6%	-30.1%
Probate Court	7	6.2%	-6.9%	-17.5%
Public Defender	47	-13.9%	-23.8%	-33.4%
Public Information	3	-0.4%	-10.5%	-22.0%
Public Works	42	-18.5%	-24.6%	-31.2%
Risk Management	5	-0.3%	-12.6%	-22.8%
Sheriff	222	-7.1%	-13.6%	-21.0%
Solicitor	18	-3.6%	-10.3%	-16.9%
Transportation Penny	2	14.4%	2.1%	-9.7%
Treasurer	5	2.6%	-11.1%	-22.7%
Utilities	8	2.0%	-10.9%	-23.6%
<b>Total</b>	<b>872</b>	<b>-4.0%</b>	<b>-12.8%</b>	<b>-21.4%</b>



## Structure Costing Scenarios: Current Compensation

- The cost to move all employees to the minimum of the salary range based on current compensation levels at the County is \$1,810,000.
- The cost to move all employees to the 1<sup>st</sup> quartile of the salary range increases to \$8,924,000.
- The cost to move all employees to the midpoint of the salary range is \$19,866,000.
- 676 employees are paid below the minimum of the salary range and 13 employees are paid above the range maximum.

Cost Analysis: Current Compensation						
Grade	\$ Cost to Min	\$ Cost to 1st Qt	\$ Cost to Midpoint	\$ Over Max	#Inc Under Range Min	#Inc Over Range Max
18	\$0.0	\$0.0	\$0.0	\$0.0	0	0
17	\$0.0	\$8.3	\$52.1	\$0.0	0	0
16	\$0.0	\$0.0	\$13.7	\$0.0	0	0
15	\$0.0	\$22.4	\$77.5	\$0.0	0	0
14	\$0.0	\$39.7	\$231.3	\$0.0	0	0
13	\$6.0	\$104.2	\$466.3	\$0.0	2	0
12	\$139.9	\$516.2	\$1,481.1	\$11.7	13	1
11	\$237.0	\$970.3	\$2,103.7	\$0.0	44	0
10	\$378.5	\$1,716.9	\$3,575.9	\$0.0	122	0
9	\$408.6	\$1,245.1	\$2,419.8	\$21.4	88	1
8	\$80.4	\$608.6	\$1,453.0	\$2.4	31	1
7	\$142.0	\$1,063.9	\$2,312.1	\$0.0	115	0
6	\$253.7	\$1,605.3	\$3,466.1	\$0.0	136	0
5	\$80.3	\$343.9	\$713.3	\$7.9	43	3
4	\$30.2	\$164.6	\$370.9	\$1.0	19	1
3	\$58.7	\$270.8	\$562.6	\$23.2	30	4
2	\$4.8	\$54.1	\$121.7	\$3.8	3	1
1	\$12.1	\$189.7	\$445.2	\$4.0	30	1
	<b>\$1,810.2</b>	<b>\$8,924.0</b>	<b>\$19,866.3</b>	<b>\$75.4</b>	<b>676</b>	<b>13</b>



## Structure Costing Scenarios: 2.0% County-Wide Salary Increase

- The County plans to provide a 2.0% county-wide salary increase in January 2019, which has a modeled cost of \$1,771,200.
- A 2.0% county-wide salary increase lowers the cost to range minimum to \$1,407,600.
- The cost to move all employees to the 1<sup>st</sup> quartile of the salary range after a 2.0% pay increase is \$7,806,300.
- The cost to move all employees to the midpoint of the salary range is \$18,366,500.
- 467 employees are paid below the minimum of the salary range and 16 employees are paid above the range maximum.

Cost Analysis: County-Wide 2.0% Increase						
Grade	\$ Cost to Min	\$ Cost to 1st Qt	\$ Cost to Midpoint	\$ Over Max	#Inc Under Range Min	#Inc Over Range Max
18	\$0.0	\$0.0	\$0.0	\$0.0	0	0
17	\$0.0	\$8.0	\$44.4	\$0.0	0	0
16	\$0.0	\$0.0	\$8.9	\$0.0	0	0
15	\$0.0	\$17.2	\$88.4	\$0.0	0	0
14	\$0.0	\$28.3	\$201.4	\$0.0	0	0
13	\$4.7	\$78.2	\$413.8	\$0.0	1	0
12	\$130.3	\$441.8	\$1,359.4	\$13.9	9	1
11	\$199.0	\$877.5	\$1,977.8	\$0.0	40	0
10	\$281.8	\$1,585.7	\$3,358.6	\$0.0	108	0
9	\$352.1	\$1,108.5	\$2,250.1	\$23.2	58	1
8	\$39.5	\$510.2	\$1,321.2	\$4.0	9	2
7	\$88.4	\$919.9	\$2,127.1	\$0.3	28	1
6	\$175.7	\$1,373.0	\$3,197.1	\$0.0	127	0
5	\$59.5	\$301.6	\$680.0	\$10.8	37	3
4	\$23.3	\$140.3	\$339.4	\$1.9	12	1
3	\$46.1	\$237.5	\$518.5	\$28.9	28	5
2	\$3.5	\$46.1	\$111.6	\$4.6	3	1
1	\$3.7	\$158.7	\$408.9	\$4.7	13	1
	<b>\$1,407.6</b>	<b>\$7,806.3</b>	<b>\$18,366.5</b>	<b>\$90.4</b>	<b>467</b>	<b>16</b>



## Structure Costing Scenarios: Range Position Based on Years of Experience

- At Richland County's request, Buck modeled the impact of bringing employees to different positions in the salary range based on their most recent hire date.
- The following methodology was applied:
  - Employees with fewer than 5 years with the County were brought to the minimum of the salary range.
  - Employees with at least 5 years and fewer than 10 years with the County were brought to the 1st quartile of the salary range.
  - Employees with at least 10 years and fewer than 15 years with the County were brought to the midpoint of the salary range.
  - Employees with at least 15 years with the County were brought to the 3<sup>rd</sup> quartile of the salary range.
- The cost to move all employees to the appropriate position within the salary range based on their most recent hire date and after the planned 2.0% pay increase is \$9,523,600.
- 467 employees are paid below the minimum of the salary range and 16 employees are paid above the range maximum.



## Structure Costing Scenarios: Range Position Based on Years of Experience

Cost Analysis: Position in Range Based on Years at Richland County							
Grade	1-4.99 Years	5 - 9.99 Years	10 - 14.99 Years	Over 15 Years	Total	#Inc Under Range Min	#Inc Over Range Max
18	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	0	0
17	\$0.0	\$0.0	\$0.0	\$123.0	\$123.0	0	0
16	\$0.0	\$0.0	\$0.0	\$2.5	\$2.5	0	0
15	\$0.0	\$0.0	\$28.3	\$68.5	\$96.8	0	0
14	\$0.0	\$1.6	\$9.4	\$205.3	\$216.2	0	0
13	\$0.0	\$29.8	\$76.1	\$169.7	\$275.7	1	0
12	\$0.0	\$53.2	\$130.5	\$1,291.5	\$1,475.2	9	1
11	\$101.7	\$149.6	\$491.8	\$550.1	\$1,293.2	40	0
10	\$178.8	\$564.6	\$655.3	\$946.9	\$2,345.6	106	0
9	\$212.3	\$330.1	\$255.1	\$353.8	\$1,151.3	58	1
8	\$27.1	\$172.1	\$178.2	\$226.3	\$603.6	9	2
7	\$44.4	\$93.4	\$116.7	\$346.6	\$601.0	26	1
6	\$156.4	\$144.2	\$106.5	\$351.5	\$758.5	127	0
5	\$54.1	\$21.5	\$71.4	\$77.3	\$224.3	37	3
4	\$15.6	\$12.8	\$26.3	\$38.2	\$92.9	12	1
3	\$40.0	\$23.4	\$55.4	\$44.0	\$162.8	26	5
2	\$2.7	\$6.6	\$1.2	\$0.0	\$10.6	3	1
1	\$0.7	\$34.6	\$27.3	\$27.8	\$90.4	13	1
	\$833.7	\$1,637.6	\$2,229.5	\$4,822.8	\$9,523.6	467	16



# Total Rewards Executive Summary



- Buck recommends that Richland County adopt a total rewards philosophy and strategy. Doing so will provide the County with guiding principles and standards that can be used to assess alternatives and make justifiable adjustments and improvements to its total rewards program and practices.
- Compensation levels at Richland County are, in aggregate, at the 25<sup>th</sup> percentile of the markets against which the County competes for talent, while Richland County seeks to target the 50<sup>th</sup> percentile of the market.
  - Richland County's market position is due, in part, to the fact that the County has not provided consistent, ongoing pay increases, when peer organizations have awarded a median total pay increase of between 2.0% and 2.3% annually since 2016.

# Total Rewards Executive Summary



- To ensure that the County can continue to engage and retain high quality employees, Buck and Richland County partnered to develop a salary structure that targets the 50<sup>th</sup> percentile of the market.
  - The estimated cost to bring all salaries at Richland County to the minimum of the salary range is **\$1,810,000**, which decreases to **\$1,407,600** after the planned 2.0% county-wide salary increase in January 2019
- Richland County sought a career oriented compensation program as an important talent management tool that would support Career paths within job families, internal equity across the organization, and hierarchy definitions.
  - Based on input from stakeholders across the County, Buck and Richland County partnered to develop a Career Architecture, defining Career Groups and Career Levels, which will support career development for employees at the County.



# Total Rewards Executive Summary

- Overall, Richland County's benefit programs and policies compare favorably against the market. The County's comprehensive benefit program, generous retiree health care benefits and a variety of work schedule options are particularly strong and are valued by employees.
  - The main benefit area in which the County lags the market is the 90-day benefit eligibility waiting period.



# Total Rewards Executive Summary

- Talent development and recognition programs at Richland County compare favorably to market practices.
  - The majority of Richland County employees feel that they are provided the necessary training to do their jobs efficiently.
  - Richland County may consider implementing formal processes in the areas of Workforce Planning and Recruiting and Onboarding.
- When receiving communications about pay and benefits, employees prefer their Richland County email over other modes of communication.

# Staff Requests of County Council



- Accept TRS
- Endorse Employer of Choice Strategy
- Endorse Total Rewards Focus
- Authorize County Administrator and Director of Human Resources Authority to Analyze and Follow Up with Employees and Departments on Findings in Employee Engagement Responses
- Authorize Director of Human Resources Authority to work with Consultant to Finalize Multi-Year Implementation Plan with Cost Projections

# Next Steps



- Present their Employee Engagement Survey Responses to Department Heads
- Follow up on Employee Engagement Survey Responses with Employees
- Develop Training and Guidelines for Departments to Follow up on Employee Engagement Survey
- Present Final Report to Department Heads on TRS
- Present Final Report to Employees on TRS
- Develop an Action Plan for Follow Up and Implementation



# Next Steps – Market Competitive Compensation



- Current Implementation Steps:
  - January 2019- Implement **2% pay** increase county-wide – **\$1.8 million** + contributions
  - Bring employees **to minimum** of new pay grades -**\$1.4 million** + contributions
  - Finalize plan details to move employees **within structure based on years** of experience – **\$10 million** + contributions

Employee Engagement Survey



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Roadmap to Employer of  
Choice Status





# Draft Strategic Plan



<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Update JDs, Org Charts and Job Titles	Design Career Paths	
Determine Funding and Implementation Rules	Decide on Cultural Changes for Employer of Choice	
2% Cola Increase		
Evaluate and Develop Policy Changes	Present Policy Design Changes to Council	Finalize Policy Change Implementation
Design Succession Development Management Program	Implement Succession Development Management Program	Sustain Succession Development Program
Request \$1.4 Million to Bring Employees to Minimum	Request \$9.5 Million to Move Employees Within Structure – multi-year plan	Continue to Implement
Finalize Implementation Details for Market Rate Increases in TRS		