

# Survey Results and FY 2027 Classification and Compensation Planning

## FINDINGS AND RECOMMENDATIONS



# Classification and Compensation Study

## Purpose

- ▶ Review and updating of the City's ~200 job descriptions to reflect "the work of today"
- ▶ External compensation survey to determine our competitive position in the market.
- ▶ Data assist with budget planning, and to ensure pay offerings allow an employer to attract and retain talent.

## Application

- ▶ Data can be used to develop pay plans that are consistent, sustainable, defensible.
- ▶ Can assist with the creation or reinforcement of compensation strategy or policy.

# Study Scope

## Scope

- ▶ All employees were invited to complete job questionnaires documenting their duties.
- ▶ PSPC performed a pay and benefits survey of the City's classifications.
- ▶ Updated pay grades have been modeled to re-align to market averages.

## Additional Methodology Notes

- ▶ Survey job comparisons are made at the job description level.
- ▶ Pay structure comparisons at grade Midpoint for civilian, Entry and Top Out also for Police.

# External / Past Comparators and Data Sources

Avondale	Maricopa
Buckeye	Mesa
Casa Grande	Oro Valley
Goodyear	Queen Creek
Marana	

- ▶ Approved comparators based on proximity, population, similarity of services.
- ▶ Data on pay and benefits collected.
- ▶ Data adjusted if needed for size-sensitive positions such as managers and directors when comparing to (example) Mesa or larger jurisdictions.

# Survey Example

Apache Junction Job Class	Survey Job Class	Participant Organization	Apache Junction Midpoint	External Midpoint	Variance	
					\$	%
Building Inspector		Apache Junction	\$65,021	\$73,515	-\$8,494	-11.55%
	Residential Building Inspector	Maricopa		\$83,013		
	Building Inspector II	Goodyear		\$82,315		
	Building Inspector I	Buckeye		\$78,031		
	Building Inspector	Queen Creek		\$74,967		
	Building Inspector I	Mesa		\$74,815		
	Building Inspector	Avondale		\$73,247		
	Building Inspector	Casa Grande		\$67,526		
	Building Inspector I	Oro Valley		\$65,770		
	Building Inspector I	Marana		\$61,953		
		Prevailing Rate:	\$73,515			

# Survey Example

Apache Junction Job Class	Survey Job Class	Participant Organization	Apache Junction Midpoint	External Midpoint		Variance
				\$	%	
Court Clerk			\$46,238	\$52,582	-\$6,344	-12.06%
	Court Specialist	Goodyear		\$59,140		
	Court Clerk	Maricopa		\$57,533		
	Court Clerk	Buckeye		\$53,352		
	Court Clerk I	Avondale		\$52,853		
	Court Clerk	Casa Grande		\$52,457		
	Court Clerk I	Oro Valley		\$51,532		
	Court Records Technician	Mesa		\$48,249		
	Court Clerk	Marana		\$45,541		
	No Match	Queen Creek		-		
				Prevailing Rate:	\$52,582	

# Survey Findings

## Pay grade Comparisons

- ▶ Civilian Pay grades are more than -5% below Market for 75% of jobs.
- ▶ Police pay grades are below Market for command ranks, nearer market for Officer, Sergeant.
- ▶ The City is offering a competitive number, type, and level of employee benefits compared to the market cities, including health insurance, leave accrual, and add/assignment pay.

<ul style="list-style-type: none"><li>• <b>PSPC surveyed:</b><ul style="list-style-type: none"><li>• <b>125+ Apache Junction jobs</b></li><li>• <b>Salary grade midpoints for civilian</b></li><li>• <b>Plus Entry and Top for Police</b></li></ul></li></ul>
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Survey Results	Position Count	Percentage of Positions
<b>More than 5% Below Market</b>	92	75%
<b>Within 5% of Market</b>	27	22%
<b>5% + Ahead of Market</b>	3	3%

# Proposed Pay Table – Civilian with 2% COLA

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
13	\$35,112	\$36,004	\$36,895	\$37,828	\$38,740	\$39,738	\$40,714	\$41,732	\$42,793	\$43,832	\$44,957	\$46,081	\$47,227	\$48,415	\$49,624	\$48,651
14	\$36,873	\$37,807	\$38,719	\$39,716	\$40,692	\$41,711	\$42,771	\$43,811	\$44,935	\$46,039	\$47,206	\$48,372	\$49,603	\$50,812	\$52,106	\$51,085
15	\$38,698	\$39,695	\$40,671	\$41,689	\$42,750	\$43,790	\$44,914	\$46,018	\$47,184	\$48,351	\$49,539	\$50,770	\$52,043	\$53,379	\$54,716	\$53,643
16	\$40,650	\$41,668	\$42,729	\$43,769	\$44,851	\$45,996	\$47,163	\$48,309	\$49,518	\$50,749	\$52,022	\$53,316	\$54,652	\$56,031	\$57,432	\$56,306
17	\$42,708	\$43,747	\$44,829	\$45,975	\$47,100	\$48,288	\$49,497	\$50,727	\$52,000	\$53,295	\$54,631	\$55,989	\$57,389	\$58,832	\$60,317	\$59,134
18	\$44,808	\$45,933	\$47,078	\$48,245	\$49,476	\$50,685	\$51,958	\$53,273	\$54,610	\$55,968	\$57,368	\$58,790	\$60,275	\$61,781	\$63,309	\$62,067
19	\$47,036	\$48,224	\$49,433	\$50,664	\$51,937	\$53,231	\$54,546	\$55,925	\$57,326	\$58,768	\$60,211	\$61,739	\$63,266	\$64,857	\$66,470	\$65,166
20	\$49,412	\$50,643	\$51,916	\$53,210	\$54,525	\$55,904	\$57,304	\$58,726	\$60,190	\$61,696	\$63,245	\$64,815	\$66,427	\$68,082	\$69,822	\$68,453
21	\$51,873	\$53,167	\$54,483	\$55,862	\$57,262	\$58,683	\$60,147	\$61,675	\$63,202	\$64,794	\$66,385	\$68,061	\$69,779	\$71,498	\$73,280	\$71,843
22	\$54,461	\$55,819	\$57,241	\$58,662	\$60,126	\$61,632	\$63,160	\$64,751	\$66,364	\$68,018	\$69,716	\$71,455	\$73,238	\$75,083	\$76,950	\$75,442
23	\$57,198	\$58,620	\$60,084	\$61,590	\$63,139	\$64,709	\$66,321	\$67,976	\$69,673	\$71,413	\$73,195	\$75,041	\$76,908	\$78,839	\$80,791	\$79,206
24	\$60,062	\$61,569	\$63,096	\$64,688	\$66,279	\$67,934	\$69,610	\$71,371	\$73,153	\$74,977	\$76,866	\$78,775	\$80,748	\$82,764	\$84,864	\$83,200
25	\$63,054	\$64,645	\$66,236	\$67,891	\$69,588	\$71,328	\$73,110	\$74,935	\$76,823	\$78,733	\$80,706	\$82,721	\$84,779	\$86,901	\$89,065	\$87,318
26	\$66,215	\$67,870	\$69,546	\$71,307	\$73,068	\$74,892	\$76,781	\$78,690	\$80,663	\$82,679	\$84,737	\$86,858	\$89,022	\$91,250	\$93,541	\$91,707
27	\$69,504	\$71,265	\$73,025	\$74,850	\$76,738	\$78,648	\$80,600	\$82,636	\$84,673	\$86,795	\$88,959	\$91,208	\$93,456	\$95,811	\$98,209	\$96,283
28	\$72,983	\$74,808	\$76,696	\$78,605	\$80,557	\$82,573	\$84,631	\$86,752	\$88,916	\$91,144	\$93,414	\$95,748	\$98,145	\$100,606	\$103,131	\$101,109
29	\$76,653	\$78,542	\$80,515	\$82,509	\$84,567	\$86,710	\$88,874	\$91,102	\$93,372	\$95,705	\$98,103	\$100,543	\$103,067	\$105,634	\$108,286	\$106,163
30	\$80,472	\$82,467	\$84,525	\$86,667	\$88,810	\$91,059	\$93,308	\$95,642	\$98,039	\$100,479	\$103,004	\$105,571	\$108,223	\$110,896	\$113,697	\$111,467
31	\$84,482	\$86,604	\$88,768	\$90,995	\$93,266	\$95,599	\$97,975	\$100,437	\$102,961	\$105,507	\$108,138	\$110,832	\$113,633	\$116,455	\$119,361	\$117,021
32	\$88,725	\$90,932	\$93,202	\$95,536	\$97,933	\$100,352	\$102,855	\$105,465	\$108,074	\$110,790	\$113,548	\$116,370	\$119,298	\$122,268	\$125,323	\$122,866
33	\$93,159	\$95,493	\$97,848	\$100,288	\$102,792	\$105,380	\$108,011	\$110,726	\$113,484	\$116,306	\$119,234	\$122,204	\$125,259	\$128,378	\$131,603	\$129,022
34	\$97,806	\$100,246	\$102,728	\$105,316	\$107,947	\$110,663	\$113,400	\$116,242	\$119,149	\$122,141	\$125,174	\$128,314	\$131,518	\$134,806	\$138,180	\$135,470
35	\$102,685	\$105,253	\$107,883	\$110,599	\$113,336	\$116,179	\$119,085	\$122,056	\$125,111	\$128,230	\$131,433	\$134,722	\$138,095	\$141,553	\$145,075	\$142,230
36	\$107,798	\$110,514	\$113,272	\$116,115	\$119,001	\$121,992	\$125,026	\$128,166	\$131,348	\$134,637	\$137,989	\$141,468	\$144,990	\$148,597	\$152,331	\$149,344
37	\$113,209	\$116,030	\$118,937	\$121,928	\$124,983	\$128,102	\$131,285	\$134,552	\$137,925	\$141,405	\$144,905	\$148,533	\$152,246	\$156,044	\$159,947	\$156,811
38	\$118,873	\$121,865	\$124,899	\$128,017	\$131,221	\$134,488	\$137,840	\$141,299	\$144,820	\$148,448	\$152,161	\$155,959	\$159,863	\$163,851	\$167,946	\$164,653
39	\$124,814	\$127,932	\$131,115	\$134,403	\$137,777	\$141,214	\$144,736	\$148,363	\$152,076	\$155,874	\$159,756	\$163,745	\$167,861	\$172,041	\$176,369	\$172,910
40	\$131,051	\$134,340	\$137,692	\$141,108	\$144,651	\$148,279	\$151,991	\$155,789	\$159,672	\$163,660	\$167,776	\$171,956	\$176,241	\$180,654	\$185,173	\$181,542
41	\$137,628	\$141,044	\$144,587	\$148,194	\$151,885	\$155,683	\$159,587	\$163,554	\$167,649	\$171,828	\$176,135	\$180,527	\$185,046	\$189,692	\$194,381	\$190,570
42	\$144,502	\$148,088	\$151,779	\$155,577	\$159,502	\$163,469	\$167,564	\$171,744	\$176,029	\$180,421	\$184,940	\$189,565	\$194,317	\$199,155	\$204,140	\$200,138
43	\$151,694	\$155,492	\$159,396	\$163,384	\$167,437	\$171,637	\$175,923	\$180,336	\$184,834	\$189,438	\$194,211	\$199,049	\$204,034	\$209,126	\$214,345	\$210,142
44	\$159,269	\$163,278	\$167,352	\$171,553	\$175,817	\$180,230	\$184,728	\$189,332	\$194,063	\$198,942	\$203,886	\$208,999	\$214,218	\$219,564	\$225,081	\$220,667
45	\$167,267	\$171,425	\$175,732	\$180,124	\$184,622	\$189,226	\$193,957	\$198,815	\$203,758	\$208,872	\$214,091	\$219,437	\$224,932	\$230,554	\$236,304	\$231,670
46	\$175,605	\$179,997	\$184,516	\$189,119	\$193,829	\$198,688	\$203,652	\$208,744	\$213,985	\$219,310	\$224,805	\$230,427	\$236,177	\$242,075	\$248,121	\$243,256
47	\$184,388	\$189,013	\$193,723	\$198,561	\$203,546	\$208,638	\$213,836	\$219,204	\$224,677	\$230,278	\$236,049	\$241,947	\$247,994	\$254,189	\$260,554	\$255,445
48	\$193,617	\$198,454	\$203,419	\$208,511	\$213,709	\$219,076	\$224,529	\$230,130	\$235,879	\$241,799	\$247,845	\$254,019	\$260,363	\$266,897	\$273,580	\$268,216
49	\$203,313	\$208,384	\$213,581	\$218,907	\$224,402	\$230,003	\$235,752	\$241,671	\$247,676	\$253,892	\$260,214	\$266,749	\$273,411	\$280,242	\$287,243	\$281,611
50	\$213,454	\$218,779	\$224,253	\$229,875	\$235,625	\$241,481	\$247,527	\$253,743	\$260,066	\$266,579	\$273,220	\$280,051	\$287,074	\$294,223	\$301,607	\$295,693

# Proposed Pay Table – Police with 2% COLA

Rank	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Recruit	\$67,191								
		\$32.30							
Officer	\$70,564	\$74,093	\$77,797	\$81,687	\$85,771	\$90,060	\$94,563	\$99,291	\$104,256
	\$33.93	\$35.62	\$37.40	\$39.27	\$41.24	\$43.30	\$45.46	\$47.74	\$50.12
Sergeant	\$109,424	\$114,895	\$120,640	\$126,672					
	\$52.61	\$55.24	\$58.00	\$60.90					
Lieutenant	\$133,005	\$139,655	\$146,638	\$153,970					
	\$63.94	\$67.14	\$70.50	\$74.02					
Commander	\$161,668	\$169,751	\$178,239	\$187,151					
	\$77.73	\$81.61	\$85.69	\$89.98					

# Applying the Findings

## Implementing Study Recommendations

- ▶ Civilian jobs have been placed on updated pay grades using available market data and internal alignment.
- ▶ Adjustments to Police pay table have been modeled to catch up to market.

## Implementation Costs

- ▶ The estimated cost of proposed Civilian grade placements is \$1,200,000 plus benefits.
- ▶ Adjustments to Police pay tables estimated \$601,000 plus benefits.