MEMORANDUM

Date: November 19, 2013

To: The Honorable Chairman and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

Re: **Fall 2013 Compensation/Salary Survey**

Pima County has completed the Fall 2013 Compensation/Salary Survey, which identifies salaries paid by Pima County for a number of classifications as compared to comparators throughout the Southwest. The attached November 6, 2013 memorandum from Human Resources Director Allyn Bulzomi is self-explanatory.

The salary survey shows some areas that need adjustment in our pay classifications. The salary surveys that are conducted are always lagging indicators; and, in fact, may not reflect current conditions or the difficulty the County may have with attracting employees to specific classifications.

The Fall 2013 Compensation/Salary Survey results will be taken into account when recommending any classification compensation pay adjustments for the next fiscal year.

CHH/anc

Attachments

c: Allyn Bulzomi, Director, Human Resources

PIMA COUNTY

HUMAN RESOURCES

MEMORANDUM

Date: November 6, 2013

To: C. H. Huckelberry
County Administrator

From: Allyn Bulzomi
Human Resources Director

Re: Fall 2013 Compensation/Salary Survey

As previously requested, our Compensation Team has surveyed 12 different public agencies to identify their current average salaries and salary ranges paid to positions that are the same or similar to certain benchmark Pima County classifications as well as certain Courts classifications. This survey was requested by you for some information and consideration in preparing next year's budget. In conducting this survey, we identified 50 of our current County classifications with the goal to cover a variety of different occupational groups and various levels. We invited the Courts to participate and obtained 23 classifications from them for inclusion in the survey.

For the purposes of this survey, we identified 12 comparator market organizations which included:

- Bernalillo County, NM
- Cochise County
- Coconino County
- Maricopa County
- Mohave County
- Pinal County
- Yuma County
- Town of Marana
- Town of Oro Valley
- Town of Sahuarita
- City of Phoenix
- City of Tucson

Participating entities were asked to provide base salary data as of September 1, 2013. Pima County salary data and salary grade/range data were taken from available payroll and other reports for pay period ending September 7, 2013.

Participants were provided our benchmark classifications, the FLSA status of each benchmark classification and a brief description/summary of each classification with instructions to match their job/classification to our benchmark classification only if there were 75% or greater match of duties and responsibilities.

While I have attached the detailed survey results to this memorandum for your review, a few highlights worth noting include:

Average Actual Salaries:

- Pima County benchmark classifications (and six sub categories in the Trades Maintenance series) were approximately 6.9% below average actual salaries reported by our surveyed market for their comparable classifications.
- Courts classifications were approximately 13% below average actual salaries reported by our surveyed market.
- While both County and Courts classifications average salaries are below market average, we must keep in mind that on December 29, 2013 most eligible employees of both the County and the Courts will receive a 2% salary adjustment as approved by the Board of Supervisors.

Minimum Salary Ranges:

- The average minimum salary ranges identified for our County benchmark classifications are approximately 1% less than the average minimum salary ranges reported for the comparable market classifications.
- The average minimum salary ranges for the 23 Courts benchmark classifications are approximately 12% below the average minimum salary ranges reported for comparable positions by our comparators.
- It is our intent to move the minimum salary ranges for eligible County classifications 2% on December 29, 2013 in conjunction with the salary adjustment that was approved by the Board of Supervisors.

Maximum Salary Ranges:

- The average maximum salary ranges identified for our County benchmark classifications are approximately 0.9% less than the average maximum salary ranges reported for the comparable market classifications.
- The average maximum salary ranges for Courts benchmark classifications are approximately 12% below the average maximum salary ranges reported for comparable positions.
- It is our intent to move the maximum salary ranges for eligible classifications 2% on December 29, 2013 in conjunction with the salary adjustment that was approved by the Board of Supervisors.

Compa Ratios:

- The average compa ratio for our County benchmark classifications was 0.90 which indicates the overall average salaries of employees in the benchmark classifications is approximately 10% below the midpoint of the salary range established for each classification. The average compa ratio reported for the comparable market classifications was 0.97 which indicates that

the average actual salary paid for employees performing similar work was closer to midpoint of their salary ranges than ours.

- The average compa ratio for the Courts benchmark classifications was 0.92 which matched the compa ratio for the comparable market positions.

Summary:

In reviewing the detailed report of all benchmark classifications it is apparent that we need to make some adjustments to salary ranges and/or compensation grades for selected classifications with additional study being necessary for families of classifications. Unless otherwise directed, we will handle these classification/compensation matters in an ongoing maintenance mode. It appears the Courts classifications in general are a little further away from market both in terms of average actual salaries (13% below market) and in their salary ranges. This date will be shared with the Courts for their review and appropriate action as deemed necessary. I am available to discuss this report and the survey results with you in greater detail should you have questions or require additional information.

Attachment: Copy of Completed 2013 Fall Compensation Survey for Selected Classifications.

			Pima County									Market						
Survey Code	Class Code	Survey Job Title	Grade	FLSA Status	Average Hourly Base Pay	Range Minimum	Range Midpoint	Range Maximum	Compa-Ratio	% Salary Average to Market	% Range Minimum to Market	% Range Maximum to Market	# of Responding Agencies	# of ees	Average Hourly Base Pay	Range Hourly Minimum	Range Hourly Midpoint	Range Hourly Maximum	Market Compa-Ratio
100	0030	Office Support Level III	23	NE	13.9204	12.5977	15.1158	17.6339	0.92	-4.7%	0.5%	-6.3%	11	502	14.6015	12.5308	15.6715	18.8122	0.93
101	0050	Records Technician	29	NE	14.8389	14.0872	17.0559	20.0246	0.87	-9.5%	-1.5%	-5.7%	9	97	16.3938	14.2955	17.7690	21.2427	0.92
102	1171	Administrative Support Specialist	30	NE	15.6902	14.3573	17.4178	20.4784	0.90	-11.5%	-0.9%	-5.5%	11	416	17.7316	14.4890	18.0794	21.6699	0.98
103	1176	Appraisal Support Specialist	26	NE	14.2696	13.3154	16.0437	18.7720	0.89	-10.6%	-5.9%	-14.8%	6	50	15.9673	14.1540	18.0979	22.0418	0.88
104	1178	Accounting Support Specialist	27	NE	14.9612	13.5664	16.3715	19.1767	0.91	-11.5%	-4.5%	-10.6%	12	187	16.8985	14.2124	17.8344	21.4566	0.95
105	1211	Supply Technician	21	NE	14.9537	12.1479	14.5370	16.9262	1.03	-7.9%	-7.8%	-12.5%	7	71	16.2434	13.1752	16.2543	19.3335	1.00
106	1236	Commodity/Contracts Officer	60	E	29.6173	27.7624	34.2763	40.7903	0.86	5.5%	19.8%	17.1%	10	23	28.0772	23.1807	29.0013	34.8220	0.97
107	1351	Accountant	40	E	18.0950	17.6230	21.5670	25.5111	0.84	-22.4%	-11.3%	-15.2%	12	82	23.3273	19.8726	24.9789	30.0853	0.93
108	1352	Contracts/Grants Compliance Specialist	46	E	20.2278	20.2123	24.8188	29.4254	0.82	-15.8%	4.1%	1.2%	7	49	24.0231	19.4202	24.2502	29.0802	0.99
109	1456	Geographic Information Systems Analyst	52	E	24.2526	22.9481	28.4527	33.9574	0.85	-10.0%	5.5%	2.1%	11	29	26.9441	21.7568	27.5020	33.2473	0.98
110	1521*	Human Resources Analyst (all)	46	E	21.7345	20.2123	24.8188	29.4254	0.88	-11.6%	-5.5%	-8.6%	12	55	24.5845	21.3950	26.7984	32.2018	0.92
111	1722	Workforce Development Specialist	40	E	19.6395	17.6230	21.5670	25.5111	0.91	-12.9%	-6.8%	-9.1%	4	80	22.5495	18.9118	23.4843	28.0570	0.96
112	1812	Administrative Specialist	38	E	18.7921	16.8860	20.7769	24.6678	0.90	-12.9%	-6.0%	-9.8%	10	187	21.5872	17.9653	22.6529	27.3405	0.95
113	1821	Administrative Services Manager	58	E	29.2423	26.4691	32.6664	38.8638	0.90	-1.6%	12.3%	9.1%	10	58	29.7102	23.5704	29.5934	35.6164	1.00
114	2153	Central Plant Systems Technician	37	NE	18.1799	16.5308	20.3142	24.0977	0.89	-20.2%	-5.8%	-4.6%	7	81	22.7921	17.5434	21.3950	25.2468	1.07
115	2171	Custodian	15	NE	12.1640	10.9226	13.0021	15.0816	0.94	-3.3%	-3.9%	-7.3%	10	198	12.5825	11.3667	13.8147	16.2628	0.91
116	2211	Laborer	12	NE	10.3846	10.3743	12.3193	14.2643	0.84	-17.5%	-9.0%	-7.6%	9	107	12.5900	11.4007	13.4149	15.4292	0.94
117	2225	Utility Maintenance Worker II	40	NE	18.2470	17.6230	21.5670	25.5111	0.85	2.6%	6.9%	7.9%	6	114	17.7856	16.4897	20.0667	23.6439	0.89
118	2233	Public Works Supervisor	54	NE	24.9643	24.0650	29.8432	35.6214	0.84	-21.3%	2.7%	2.9%	9	24	31.7200	23.4226	29.0215	34.6206	1.09
119	2312	Civil Engineering Assistant	E1	E	25.5918	22.7696	28.1559	33.5422	0.91	-2.8%	6.5%	3.9%	11	29	26.3388	21.3816	26.8278	32.2741	0.98
120	2314	Civil Engineer	E3	E	32.8979	27.2364	34.1683	41.1003	0.96	-9.1%	-2.8%	-2.3%	12	82	36.2043	28.0286	35.0398	42.0510	1.03
121	2363	Planner - Senior	56	E	28.5409	25.2378	31.3031	37.3684	0.91	2.3%	4.3%	3.3%	12	44	27.8995	24.1949	30.1829	36.1711	0.92
122	2465	Public Works Construction Inspector	39	NE	17.7948	17.2500	21.0812	24.9125	0.84	-34.9%	-18.8%	-22.9%	10	71	27.3196	21.2386	26.7806	32.3228	1.02
123	2472	Survey Instrumentation Technician	36	NE	17.9046	16.1922	19.8667	23.5412	0.90	-12.1%	1.1%	-1.5%	7	21	20.3612	16.0158	19.9540	23.8923	1.02
124	2532	Property Appraiser	33	NE	17.2431	15.2257	18.5886	21.9516	0.93	3.8%	4.2%	-4.2%	7	99	16.6048	14.6114	18.7596	22.9080	0.89
125	2651	Building Inspector I	D1	NE	20.6361	17.2748	24.8318	32.3888	0.83	-12.4%	-5.2%	17.1%	11	49	23.5486	18.2227	22.9464	27.6702	1.03
126	2742	Wastewater Laboratory Chemist	46	NE	22.3057	20.2123	24.8188	29.4254	0.90	-4.0%	2.4%	-4.8%	5	23	23.2333	19.7453	25.3272	30.9092	0.92
127	7660	Attorney - Unclassified	U3	E	33.7992	25.5038	41.5223	57.5408	0.81	-4.7%	-16.0%	24.7%	11	716	35.4803	30.3629	38.2605	46.1581	0.93
127	3115	Attorney	R1	E	36.8000	27.6778	44.1441	60.6105	0.83	3.7%	-8.8%	31.3%	11	716	35.4803	30.3629	38.2605	46.1581	0.93
128	3143	Legal Secretary	P2	NE	15.9410	13.0694	18.4233	23.7772	0.87	-8.8%	-13.0%	5.9%	11	137	17.4887	15.0189	18.7358	22.4528	0.93
129	3145	Paralegal	P3	NE	18.3018	15.1500	21.3561	27.5623	0.86	-13.1%	-15.0%	4.2%	11	143	21.0487	17.8314	22.1376	26.4440	0.95
130	3147	Criminal Investigator/ AZ Post Certified - CA	P4	NE	24.0233	17.5618	24.7560	31.9502	0.97	-14.7%	-15.1%	5.1%	5	44	28.1502	20.6969	25.5512	30.4056	1.10
131	3211	Deputy Sheriff	S1	NE	24.7862	20.4424	24.6036	28.7648	1.01	-0.7%	-4.0%	-2.8%	12	3,876	24.9596	21.2881	25.4417	29.5954	0.98
132	3256	Forensic Technician	36	NE	19.2371	16.1922	19.8667	23.5412	0.97	-4.5%	-5.7%	-9.0%	11	50	20.1350	17.1692	21.5240	25.8790	0.94
133	3415	Animal Care Field Officer	31	NE	15.7389	14.6342	17.7944	20.9547	0.88	13.9%	7.8%	8.1%	7	53	13.8168	13.5696	16.4811	19.3927	0.84
134	3527	Sheriff's 9-1-1 Dispatcher	38	NE	17.8744	16.8860	20.7769	24.6678	0.86	0.1%	11.9%	10.4%	10	258	17.8576	15.0909	18.7195	22.3481	0.95
135	3530	Public Safety Support Specialist	25	NE	15.3397	13.0704	15.7238	18.3772	0.98	-12.0%	-10.0%	-16.9%	6	148	17.4289	14.5205	18.3213	22.1222	0.95
136	4143	Public Health Nurse	M2	E	27.2611	17.5387	26.4443	35.3500	1.03	-4.1%	-18.2%	7.2%	7	77	28.4127	21.4331	27.1970	32.9609	1.04
137	4535	Sanitarian	38	NE	17.8738	16.8860	20.7769	24.6678	0.86	-11.2%	-5.7%	-9.0%	7	122	20.1256	17.8973	22.5068	27.1163	0.89
138	4701	IT - Service Support Specialist	48	NE	22.9768	21.1760	26.0196	30.8633	0.88	11.2%	15.8%	12.4%	11	60	20.6677	18.2848	22.8716	27.4585	0.90
139	4740	IT - Applications Developer	56	E	28.0445	25.2378	31.3031	37.3684	0.90	-4.8%	6.7%	4.2%	9	98	29.4551	23.6595	29.7672	35.8749	0.99
140	4757	ITD - Relationship Manager	65	E	40.7425	31.2848	38.6613	46.0379	1.05	10.1%	10.2%	8.1%	8	43	37.0019	28.4007	35.4981	42.5956	1.04
141	6120	Librarian I	48	E	22.8647	21.1760	26.0196	30.8633	0.88	-4.5%	2.0%	-0.5%	6	37	23.9431	20.7669	25.8995	31.0322	0.92
142	6231	Lifeguard	15	NE	10.9226	10.9226	13.0021	15.0816	0.84	18.5%	12.6%	35.8%	5	144	9.2144	9.6965	10.4005	11.1047	0.89
143	6245	Recreation Leader	19	NE	12.3706	11.7195	13.9941	16.2687	0.88	1.1%	-4.8%	-10.2%	7	236	12.2306	12.3166	15.2201	18.1238	0.80
144	2512	Real Property Acquisition Agent - Senior	49	E	23.5269	21.6769	26.6426	31.6084	0.88	-7.6%	5.1%	-0.9%	8	29	25.4718	20.6269	26.2589	31.8911	0.97
145	2371	Architect	A1	E	30.0886	22.4041	29.4439	36.4837	1.02	-28.8%	-22.9%	-20.8%	4	7	42.2635	29.0721	37.5661	46.0603	1.13
146	4521	Communicable Disease Investigator I	M1	NE	16.6587	12.2418	19.4768	26.7119	0.86	-26.7%	-34.9%	-9.6%	5	34	22.7417	18.8088	24.1863	29.5640	0.94
148	1356	Finance Accountant - Principal - Finance/Treasurer	60	E	28.1035	27.7624	34.2763	40.7903	0.82	-8.2%	13.7%	10.4%	11	69	30.6267	24.4256	30.6843	36.9431	1.00
149	5215	Finance Analyst - Principal - Finance	60	E	28.4866	27.7624	34.2763	40.7903	0.83	-5.7%	14.2%	10.1%	10	48	30.1955	24.3099	30.6801	37.0504	0.98
150	0912	Trades Maintenance Specialist (Journey-level Trades)	38	NE	18.7688	16.8860	20.7769	24.6678	0.90	-7.4%	4.5%	1.0%	6	138	20.2692	16.1574	20.2874	24.4175	1.00
150a		Electricians	38	NE	18.5746	16.8860	20.7769	24.6678	0.89	-14.0%	-4.3%	0.4%	7	153	21.5989	17.6411	21.1080	24.5749	1.02
150b		Auto Mechanic	38	NE	18.4226	16.8860	20.7769	24.6678	0.89	-3.4%	4.2%	4.3%	10	68	19.0742	16.2077	19.9330	23.6583	0.96
150c		Truck Mechanic	38	NE	18.4426	16.8860	20.7769	24.6678	0.89	-13.1%	-3.4%	-2.1%	9	127	21.2138	17.4819	21.3355	25.1893	0.99
150d		Plumber	38	NE	19.5301	16.8860	20.7769	24.6678	0.94	-0.3%	10.2%	4.6%	4	37	19.5946	15.3273	19.4568	23.5865	1.01
150e		Carpenter	38	NE	21.0268	16.8860	20.7769	24.6678	1.01	-4.8%	6.3%	7.2%	5	129	22.0913	15.8917	19.4518	23.0119	1.14
150f		Park Maintenance Worker	38	NE	18.4138	16.8860	20.7769	24.6678	0.89	20.0%	26.8%	28.5%	8	61	15.3432	13.3121	16.2567	19.2013	0.94
								Averages	0.90	-6.9%	-1.0%	0.9%							0.97

			Pima County - Courts									Market						
Survey Code	Class Code	Survey Job Title	Grade	FLSA Status	Average Hourly Base Pay	Range Minimum	Range Midpoint	Range Maximum	Compa-Ratio	% Salary Average to Market	% Range Minimum to Market	% Range Maximum to Market	# of Responding Agencies	# of ees	Average Hourly Base Pay	Range Hourly Minimum	Range Hourly Midpoint	Range Hourly Maximum	Market Compa-Ratio
151	8090	Judicial Administrative Assistant	WV	E	18.8460	16.1969	20.2458	24.2948	0.93	-6.0%	0.1%	-3.1%	9	173	20.0452	16.1867	20.6260	25.0654	0.97
152	8065	Court Reporter	XH	NE	27.3292	21.7830	27.2284	32.6739	1.00	2.6%	1.3%	0.3%	7	96	26.6443	21.5071	26.8553	32.5664	0.99
153	8085	Court Interpreter	WW	NE	19.2512	16.6014	20.7518	24.9023	0.93	-8.5%	-8.4%	-13.7%	6	44	21.0369	18.1201	23.4955	28.8709	0.90
154	8092	Judicial Law Clerk	WW	E	17.0754	16.6014	20.7518	24.9023	0.82	-44.7%	-30.6%	-32.4%	5	35	30.8738	23.9155	30.3749	36.8343	1.02
155	8110	Probation Unit Supervisor	XJ	E	27.1331	22.8857	28.6070	34.3283	0.95	-10.4%	-15.0%	-15.6%	5	157	30.2981	26.9301	33.8038	40.6777	0.90
156	8112	Lead Probation Officer	XD	NE	23.2802	19.7343	24.6677	29.6012	0.94	-9.4%	-9.8%	-11.9%	4	26	25.7005	21.8788	27.7405	33.6023	0.93
157	8114	Probation Officer	WX	NE	20.6468	17.0165	21.2706	25.5248	0.97	-2.8%	-14.2%	-15.0%	7	881	21.2416	19.8397	24.9378	30.0360	0.85
158	8116	Surveillance Officer	WR	NE	17.2189	14.6737	18.3419	22.0102	0.94	-13.7%	-15.2%	-16.8%	6	140	19.9625	17.2969	21.8820	26.4671	0.91
159	8606	Juvenile Detention Officer	WO	NE	14.7877	13.6259	17.0321	20.4384	0.87	-20.6%	-19.9%	-22.7%	7	323	18.6129	17.0107	21.7171	26.4236	0.86
160	8605	Juvenile Detention Officer, Senior	WT	NE	17.4776	15.4160	19.2700	23.1241	0.91	-15.4%	-15.3%	-19.3%	6	24	20.6480	18.2006	23.4332	28.6658	0.88
161	8160	Probation Support Specialist	WJ	NE	14.1400	12.0433	15.0541	18.0649	0.94	-2.5%	-11.7%	-16.1%	5	51	14.5070	13.6446	17.5849	21.5253	0.82
162	8757	Counselor/Mediator	XF	E	23.6574	20.7331	25.9164	31.0997	0.91	-3.4%	-4.8%	-8.2%	6	22	24.4993	21.7762	27.8309	33.8857	0.88
163	8511	CASA Coordinator	WT	E	16.3796	15.4160	19.2700	23.1241	0.85	-10.3%	-12.1%	-19.4%	5	12	18.2659	17.5423	23.1175	28.6928	0.79
164	8108	Office Supervisor	WT	E	17.7399	15.4160	19.2700	23.1241	0.92	-24.5%	-19.8%	-20.8%	10	193	23.5082	19.2129	24.2068	29.2009	0.97
165	8208	Accountant, Senior	XD	E	20.3596	19.7343	24.6677	29.6012	0.83	-22.4%	-11.9%	-13.4%	9	55	26.2332	22.3924	28.2815	34.1707	0.93
168	8312	Human Resources Specialist	WT	NE	18.3911	15.4160	19.2700	23.1241	0.95	-18.5%	-16.3%	-20.4%	11	32	22.5641	18.4262	23.7345	29.0428	0.95
169	8095	Training and Education Coordinator	XD	E	23.9622	19.7343	24.6677	29.6012	0.97	-18.8%	-11.5%	-15.2%	6	15	29.5005	22.3079	28.6172	34.9265	1.03
170	8612	Corrections Cook	WB	NE	12.9899	9.8844	12.3555	14.8266	1.05	-16.0%	-22.4%	-22.2%	4	15	15.4649	12.7387	15.8940	19.0494	0.97
171	8089	Court Security Officers	WJ	NE	13.9243	12.0433	15.0541	18.0649	0.92	-16.2%	-20.4%	-15.8%	9	226	16.6126	15.1322	18.2973	21.4625	0.91
172	8076	Facilities and Maintenance Technician	WI	NE	11.9708	11.7495	14.6867	17.6240	0.82	-21.8%	-16.8%	-16.9%	9	57	15.3121	14.1154	17.6606	21.2059	0.87
173	8443	Software Engineer I	XO	E	29.5725	25.8929	32.3661	38.8393	0.91	-3.6%	9.1%	6.4%	7	61	30.6694	23.7259	30.1224	36.5189	1.02
174	8900	Courtroom Clerk	WV	NE	17.9572	16.1969	20.2458	24.2948	0.89	8.7%	9.8%	8.6%	11	400	16.5126	14.7560	18.5615	22.3670	0.89
175	8800	Support Clerk	WB	NE	11.4565	9.8844	12.3555	14.8266	0.93	-24.0%	-25.6%	-28.6%	9	368	15.0789	13.2889	17.0315	20.7742	0.89
								Averages	0.92	-0.13	-0.12	-0.14							0.92