



MEMORANDUM

Date: June 17, 2022

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

From: Jan Leshner 
County Administrator

Re: **Classification and Compensation Study to Begin in July 2022**

In order to meet new opportunities and challenges, ensure continuous improvement, and provide top quality service, we must ensure that our compensation accurately reflects the market. To that end, we have engaged CBIZ Talent and Compensation Solutions to assist us in a study of job classifications and associated compensation. The focus of this study will be to develop a classification and compensation system that will support our goal of retaining and recruiting the best individuals to ensure the continued growth and success of Pima County.

The results of this study will strengthen our ability to categorize our jobs and analyze what and how our competitors pay for similar skills, duties and responsibilities. It will establish processes that value jobs and employees within Pima County based on each job and employee's contribution to our organizational objectives. Our goals for the new compensation system are that it:

- Is internally fair within Pima County;
- Reflects current market conditions and competitiveness with comparable organizations;
- Allows the County to maintain and promote career paths and a performance-oriented culture; and
- Provides us with flexibility to continue to respond to economic and organizational changes.

Employees may wonder if this project will affect them personally. The mostly likely outcome is that the pay range associated with a job will change. This does not necessarily mean that individuals will receive pay changes. We will be reviewing each department and position to make those determinations, and we will be in touch with you and your department head if changes are recommended for your position. We can assure you that there will be no pay decreases through this exercise.

The Honorable Chair and Members, Pima County Board of Supervisors

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In the next few weeks, employees will be receiving an email asking them to complete an online Job Analysis Questionnaire (JAQ). The JAQ is a survey designed to gather job-specific details. Please begin planning with your staff how to complete these surveys if the employee does not have access to a computer as all JAQs must be submitted electronically. The employee will have two weeks to complete the JAQ, and supervisors will have one to two weeks to review them prior to submission. More information will follow.

With kick-off of the project starting next week with Human Resources, CBIZ expects the compensation and classification study to last approximately 8 months. Please contact the Human Resources Department if you have any questions.

JKL/dym

c: Carmine DeBonis, Jr., Deputy County Administrator for Public Works
Francisco García, MD, MPH, Deputy County Administrator for Health & Community Services and Chief Medical Officer
Cathy Bohland, Director, Human Resources