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# MEMORANDUM

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Date: September 29, 2022

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

From: Jan Leshner   
County Administrator

Re: **Countywide Compensation Study – Update**

In June 2022, the County engaged CBIZ Talent and Compensation Solutions (CBIZ) to assist us in a study of job classifications and associated compensation. On August 11, 2022, CBIZ sent all employees a Job Analysis Questionnaire (JAQ) at their work email address as listed in ADP. The JAQ was an internet-based questionnaire that asked every employee to provide their input regarding the job purpose, duties, required qualifications and requirements of their particular County position. Due to Election activity, both the Recorder's and Elections Departments, were permitted a later date to submit and complete JAQs. In total, CBIZ sent 6,367 JAQs to employees and CBIZ reports a return rate of 84% of completed JAQs. Additionally, CBIZ sent all JAQs to the employee's immediate supervisor for review. The JAQ submission and the supervisor review process concluded on Monday, September 19, 2022.

Over the next several weeks, CBIZ will be reviewing the information gathered to analyze our jobs in comparison to our competitors for similar skills and responsibilities to design Pima County's job architecture and create an updated compensation system. As they progress through identifying the appropriate job architecture, they will begin benchmarking the positions to market comparators. Projected timelines indicate that reviewing, organizing, and classifying our jobs will take until roughly mid-December, with a projected timeline of collecting relevant market data by mid-January, 2023. Human Resources will provide more information to employees regarding next steps on its website at [Classification and Compensation \(pima.gov\)](https://www.pima.gov/Classification-and-Compensation).

Upon completion of these processes, CBIZ will provide Human Resources the initial compensation study results for a quality review. After the quality review, CBIZ will provide a final report, which is currently projected for February 2023; however, that timeline is dependent upon completion of the Human Resources quality review. Upon receipt of the final report, County Administration will provide an update to the Board of Supervisors concerning next steps.

JKL/anc

c: Carmine DeBonis, Jr., Deputy County Administrator  
Francisco García, MD, MPH, Deputy County Administrator and Chief Medical Officer  
Steve Holmes, Deputy County Administrator  
Cathy Bohland, Director, Human Resources