

Compensation Study 2022 Update

January 2023

Background

Compensation Studies Completed:

- July 2017
 - Comprehensive Compensation and Classification Study
- July 2018, September 2019, November 2020, December 2021
 - Annual Updates with Pay Range Adjustments
 - Compensation Studies Policy Adopted 2020 to Guide Pay Range Adjustments
- January 2023 - Current Update
 - 5th Annual Update Completed: expanded survey parameters and comparables
 - Surveyed Total Compensation
 - Reviewed and revised Comparable Agencies used
 - Additional classifications surveyed for potential changes to be considered in the future: Accounting Technician, Laboratory Assistant, Sr. Management Analyst

Survey Agencies

- Nine selected for the Classification and Compensation Study in 2017. For the 2022 Study, one was deleted and three were added (as indicated by *) bringing the total to eleven agencies.
- Per MOU, must include at least **three of six agencies** identified by Resolution No. R. 01-2011

City of Barstow
City of Colton
City of Redlands
City of San Bernardino Water Department
Goleta Sanitary District
Lake Arrowhead Community Services District
Mountain View Sanitary District
Victor Valley Wastewater Reclamation
Yucaipa Valley Water District
*City of San Clemente
*Crestline Sanitary District
*Valley Sanitary District

Comparable Matches per Classification

COMPARABILITY	
Survey Classifications	Number of Comparable Matches
Finance Manager	8
General Manager	7
Human Resources Coordinator/Accounting Technician	7
Lab Analyst	6
Management Analyst-Board Secretary	8
Operations Administrative-Lab Assistant	7
Plant Supervisor	4
Plant Manager	6
Plant Operator II	10
Plant Operator-in-Training	5
Senior Lab Analyst	2*

*Insufficient Data

Study Method – Total Cash

Base Salary	→	Total Cash	→	Total Compensation
	<ol style="list-style-type: none">1. EPMC – Employer Pick up of Pension Contribution2. 457 Employer Match3. Longevity4. Certification Pay		<ol style="list-style-type: none">1. Medical Premiums2. Cafeteria Plan3. Insurance4. Social Security Benefits	

Total Compensation Not Used in Setting Salary Range

- wide variances in medical benefits that can result from geographic variances
- complex nature of assessing and comparing benefits across the comparable groups

Compensation Studies Policy (2020)

- Provide Consistency and Stability in Pay Range Adjustments
 - If Pay Range is within 5% of the Market, No Adjustment
 - If Pay Range is more than 5% below Market, Adjustment to 5% below Market
 - If Pay Range is more than 5% above Market and the position is unfilled, Adjustment to 5% above Market
 - If Pay Range is more than 5% above Market and the position is currently filled, No Adjustment and Pay Range is frozen
 - No Pay Range is adjusted by more than 10%
 - If an Agency position has five or less comparable positions in the market (less than 50% of the market), discretion should be exercised prior to any adjustments



Current Study Results

Position	above or below Market Median Total Cash
Plant Operator-in-Training	-30.47 %
Senior Lab Analyst	-0.52 %
Plant Manager	0.13 %
Plant Operator II	1.97 %
Management Analyst/Board Secretary	2.07 %
General Manager	2.53 %
Plant Supervisor	3.32 %
Finance Manager	3.59 %
Operations Administrative/Lab Assistant	12.09 %
HR Coordinator/Accounting Tech	17.49 %
Average	1.41 %

7 OF 10 POSITIONS ARE WITHIN 5% OF THE MEDIAN

86% OF CURRENT STAFF ARE WITHIN 5% OF THE MEDIAN

Factors Influencing Study Results

- below market

- Plant Operator-in-Training (increase base salary 10.0%)
 - Only 5 comparable matches. It is common for agencies to have OIT as intern/non-benefitted position only, resulting in limited compensation data.
 - Volatile amount of movement in this entry level salary. Escalating minimum wage levels could be a contributing factor.
 - This adjustment will bring Total Cash to 18.61% below market median.

Factors Influencing Study Results

- above market

- Operations Administrative/Laboratory Assistant (freeze)
 - Position was reclassified in April 2021. A change in job specifications resulted in a new pool of comparable classifications in the 2021 study. Anticipated reclassification to a technical classification should give a more appropriate pool of comparables.
- HR Coordinator/Accounting Technician (freeze)
 - Pay range frozen since 2019 study (no COLA adjustment to pay range)
 - Still above market. Introduction of new comparables contributed to a shift in the labor market median.

Changes to Pay Schedule

1. Increase Plant Operator-in-Training Pay Range by 10% per Compensation Studies Policy limit. Total Cash remains more than 5% below Labor Market Median.
2. Freeze Pay Range - No COLA Adjustment to Pay Schedule if pay range is frozen
 - Operations Administrative/Laboratory Assistant
 - HR Coordinator/Accounting Technician

Pay Schedule - Current July 2, 2022 vs. Recommended 2023

Classification	Current Start	Current Top	New Start	New Top ¹	% Change	\$ Change to Top of Scale
	Hourly Pay Rate		Hourly Pay Rate			
Active						
Non-Regular ⁴	\$16.70	\$22.54	\$16.70	\$22.54	-	-
Plant Operator-In-Training ²	\$18.95	\$25.59 ³	\$20.85	\$28.15 ²	10.0%	\$2.56
Plant Operator II	\$29.39	\$39.68	\$29.39	\$39.68	-	-
Senior Laboratory Analyst	\$38.38	\$51.81	\$38.38	\$51.81	-	-
Plant Supervisor	\$40.34	\$54.46	\$40.34	\$54.46	-	-
Operations Administrative/ Laboratory Assistant ³	\$26.80	\$36.18 ³	\$26.80	\$36.18 ³	freeze	-
Management Analyst/ Board Secretary	\$33.95	\$45.83	\$33.95	\$45.83	-	-
Human Resources Coordinator / Accounting Technician ³	\$39.74	\$53.65 ³	\$39.74	\$53.65 ³	freeze	-
Plant Manager	\$59.78	\$80.70	\$59.78	\$80.70	-	-
Finance Manager	\$61.22	\$82.64	\$61.22	\$82.64	-	-
General Manager	\$84.77	\$114.44 ³	\$84.77	\$114.44	-	-

1. Pay range from starting pay to top of scale is set with a 35% spread for all classifications.
2. Pay range is increased 10% and remains more than 5% below labor market median per January 2023 compensation study.
3. Pay range is frozen. No COLA adjustment to pay range until after the next study update or released by Governing Board action.
4. Non-Regular pay is set by the General Manager and classification was not included in the compensation study.