



Travis County, TX

# Compensation Consultant Services

**Kick-Off Presentation**

# Agenda

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Segal's Team

Travis County Objectives

Factors Included

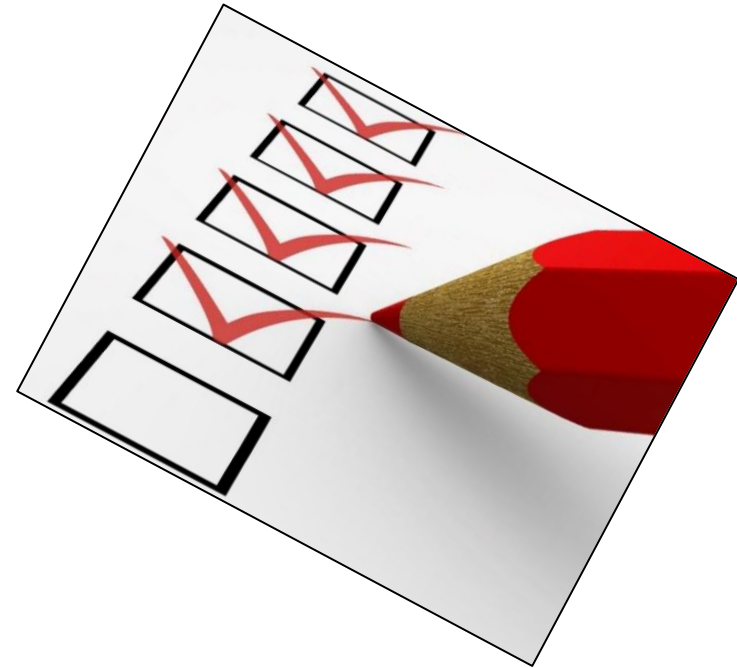
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Position Analysis Questionnaire  
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# About Segal

- Segal is a national consultancy offering services and advice related to **classification, compensation, benefits, and human resources**.
  - Founded in 1939
  - Independent, privately-held
  - 24 office locations with approximately 1,000 employees
- Our consulting team has a **strong background** in conducting research and providing customized recommendations and advice regarding:
  - Market benchmarking
  - Pay system design
  - Classification structure analysis
  - Job evaluation (internal equity)
  - Performance management
  - Pay equity
  - Cost modeling
  - Employee communication
- We have served as trusted advisors for many public sector entities, **including many throughout Texas**.

# Segal's Team

## **TL Cox,**

*Vice President, Client Relationship Manager*

Mr. Cox has more than 15 years of combined experience focusing on compensation and information technology consulting to public sector entities nationwide. In addition to his work in consulting, Mr. Cox has provided project management, executive coaching, leadership development, and training to public sector organizations and various international private sector companies.

## **James Brittain**

*Senior Consultant, Project Manager*

Mr. Brittain has over 20 years of extensive organizational expertise, including over a decade of experience providing consulting compensation assistance to the public sector. He will manage the day-to-day functions of the project.

## **Rebecca Dayton**

*Senior Associate*

Ms. Dayton has performed compensation-related work for public sector entities, water and special district authorities, health organizations, nonprofits and higher education institutions. She will lead the analytical work of compensation market study and job classification analysis.

## **Ethan Steinberg**

*Associate*

Mr. Steinberg has successfully completed complex statistical analyses relating to compensation, job analysis and evaluation, benefits, pay equity and other human capital projects to assist in the development of custom programs to meet clients' strategic goals and philosophies. He will work with the analysis of the market study and job classification.

## **Colin Grant**

*Associate*

Mr. Grant has successfully completed complex statistical analyses to assist in the development of custom programs to meet clients' strategic goals and philosophies. He will support all elements of the engagement including data collection and analysis, project logistics, and deliverables development

# Travis County Objectives

## Objectives of the County's project are to ensure that:

1. The County's compensation philosophy reflects current conditions of the area labor market
2. County policies and practices support current industry best practices as well as sound classification and compensation principles
3. Job titles and the relationships among positions are consistent and objective
4. Total compensation is market competitive

The primary goal of this project, therefore, is to ensure that the classification and compensation system is:



Accurate



Equitable



Market Sensitive

# What factors are included as part of a classification and compensation study?

## Factors included:








- Minimum job qualifications;
- Nature of duties and responsibilities;
- Scope, level, and complexity of job functions;
- Relationship of the position to other positions across the County;
- Supervision, both given and received; and
- Similarity to and value of Travis County's positions in the competitive market.

## Factors not included:



- Quality of performance;
- Quantity of work;
- Employee's length of service either in a given position or with the County overall;
- Skills or education not related to (or in excess of) the minimum qualifications; and
- Employee's placement within the current salary range.

# Methodology

				
<b>Project Initiation &amp; Compensation Philosophy</b>	<b>Classification Analysis</b>	<b>Total Compensation Market Assessment</b>	<b>Recommendations Development</b>	<b>Final Results</b>
Understand current situation and desired outcomes	Position Analysis Questionnaire (PAQ)	Finalize approach and methodology	Develop salary structure(s)	Finalize recommendations
Gather required information	Job analysis	Validate markets and determine benchmark jobs	Assign jobs to structure(s)	Draft report and overall findings, including policy review
Develop work plan and timeline	Employee interviews/focus groups	Collect and analyze survey data	Validate and confirm grade assignments	Present results to decision makers
Conduct kick-off and employee sessions and hold stakeholder interviews	Job evaluation  Classification structure	Prepare and deliver findings	Assist with implementation	Transfer final study documentation
Conduct training				

# Project Outcomes

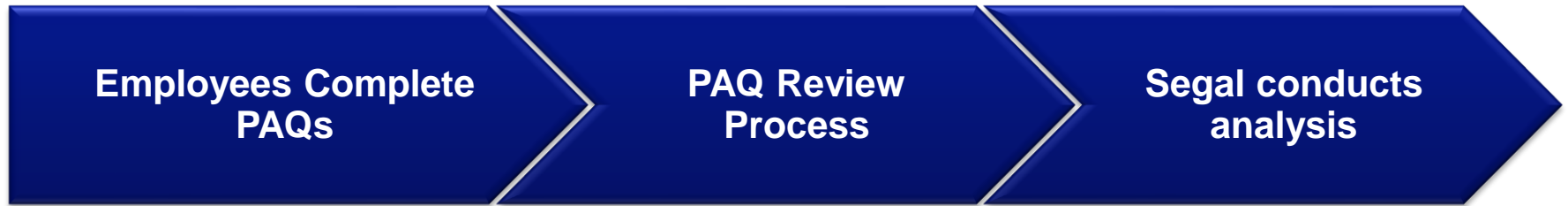
## **Once completed, this study will:**

- Assign employees to an accurate job title for the work requirements and functions of positions, including updates to job titles for consistency
- Create opportunities for career advancement, where available
- Distinguish among levels within a job family
- Determine competitiveness of total compensation within the market
- Provide a mechanism to ensure that future organizational changes are reflected in the job classification and compensation program





# Position Analysis Questionnaire (PAQ) Process



- **What you do**—your major duties and responsibilities
- The **skills and abilities** needed to do your work
- The **minimum requirements** for the position—experience, education, certifications

- Provide comments and additions
- **Do not** change employee's responses
- **Discuss** any comments with employees

- Analyze PAQ information
- Recommend title assignments
- Complete internal and external comparisons

Success is largely dependent upon your participation

Logistics (number and level of reviews) vary by work group

PAQs are the foundation for other steps in the project

# Employee Timeline

## What is expected of me?



**1** Complete a Position Analysis Questionnaire (PAQ) by **01/27/2023**

**2** Review and submit employees' PAQs by **02/10/2023**

**3** HRMD to send completed PAQs to Segal by **02/17/2023**

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# Frequently Asked Questions

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## **Question: Why is the County conducting this study?**

**Answer:** The purpose of this study is to:

- Verify that the County's compensation philosophy reflects current conditions of the area labor market
- Ensure that staff are appropriately classified into the correct job title
- Update job titles to reflect the work currently being performed by employees and to ensure consistency across the organization
- Understand how Travis County's total compensation compares to the market

## **Question: How many employees are being asked to participate?**

**Answer:** The County may submit as many as 1500 questionnaires to Segal for analysis. Department heads and elected offices will be determining employee participation needed to meet this expectation. Employees in the same job title, reporting to the same supervisor, and who have similar job responsibilities, should jointly complete a PAQ for review.

## **Question: How will I be involved?**

**Answer:** After attending a kick-off presentation, you will be asked to either complete a PAQ individually or in a group **no later than 01/27/2023** that will provide Segal with detailed information regarding the essential functions of the work you perform and the qualifications necessary to assume those responsibilities. **Remember, this is about what you do, not how well you do it.**

# Frequently Asked Questions (continued)

## **Question: How long will it take to complete the PAQ?**

**Answer:** Segal estimates that it will take a total of 1-2 hours to complete the PAQ, depending on the type of position an employee is in.

## **Question: How will I receive my PAQ?**

**Answer:** PAQs are being sent to employees via an electronic link following the kick-off presentations. For employees without email access, please consult with your department head or elected official.

## **Question: What if a position is vacant?**

**Answer:** If a position is vacant, the immediate supervisor will be asked to complete a PAQ based on what is known about the position.

## **Question: What if I'm on temporary assignment (acting capacity)?**

**Answer:** If you are serving in a temporary assignment, you should complete the PAQ for your permanent position.

## **Question: Does every employee have to complete a PAQ?**

**Answer:** Segal needs a representative PAQ for each of the County's job titles. As discussed above, department heads and elected offices will be identifying and coordinating employee participation to meet the County's sampling goal.

# Frequently Asked Questions (continued)

**Question: What happens if my supervisor does not agree with my answers?**

**Answer:** Your supervisor does not have to agree with your answers. Your supervisor may see something that you have overlooked and add it to your PAQ in a section **specifically noted for supervisor comments**. Your supervisor has been directed to discuss with you what they have added or show you any areas with which they have a different perspective.

**Question: Why do we have to complete a PAQ? Can't we just use the County's existing job descriptions?**

**Answer:** The County and Segal's team would prefer to hear directly from employees about the requirements and expectations of their positions. So, we encourage you to complete the PAQ in your own words.

**Question: When is the study going to be completed?**

**Answer:** Provided that PAQ are submitted to Segal by the identified date, the project is scheduled to be completed in the summer of 2023 for considering during the next budget process.

**Question: How will I receive updates regarding the study?**

**Answer:** HRMD will collaborate with other members of the County's team to share additional updates about this study at important points in the process.