



# 2020 Annual Report

Salt Lake City Citizens' Compensation  
Advisory Committee (CCAC)

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## Purpose & Introduction

The Citizens' Compensation Advisory Committee (CCAC) was formed with the purpose of "...evaluating the total compensation levels of the city's elected officials, executives and employees and making recommendations to the human resources department, mayor and the city council..." (City Code Title 2, Chapter 2.35.060).

Each year the committee is responsible for preparing and submitting a written report to the mayor and city council containing, among other things, recommendations on the "appropriate competitive position for the city relative to the compensation practices of comparable employers," "wages and benefits of the city's elected officials, executives and employees" and "general recommendations regarding the mix of compensation for the city's employees, e.g., base salary, benefits, incentives" (City Code Title 2, Chapter 2.35.060.A.6)

In an effort to better advise city leaders, this report highlights the following specific topics reviewed by the committee during the past year, including:

- I. 2019-20 WorldatWork salary budget forecast
- II. City recruitment, turnover, and labor statistics
- III. City living wage
- IV. Local market pay comparison
- V. Special market pay review for AFSCME jobs
- VI. Pay equity
- VII. Response to a city council letter (dated 2/7/19)

Finally, a summary of the committee's recommendations, along with appendices including supporting documentation, is provided at the end of this report.

Respectfully,



### Citizens' Compensation Advisory Committee

Frances Hume, Chair  
 Jeff Worthington, Vice-chair  
 Brandon Dew  
 Jeff Herring  
 Ray Schelble  
 Marlene Sloan  
 Mike Terry

## Section I: 2019-20 WorldatWork Salary Budget Forecast

Historically, this committee has relied upon data obtained from the employer salary budget survey conducted by WorldatWork when formulating recommendations to help city leaders determine the annual salary budget, including amounts for employee pay increases.

In the “*WorldatWork 2019-20 Salary Budget Survey*” respondents report the average 2019 total salary increase budget in the United States is **3.0 percent**, both mean and median, for the sixth consecutive year. Looking ahead, respondents project only a slight rise in their total salary increase budgets in 2020 to 3.3% (median: 3.0%).

The following charts provide a summary of the projected and actual increases reported by participants based on the type of increase and employee category.

**Chart 1 – Median Salary Budget Increases, by Type of Increase**

	Projected 2019	Actual 2019	Projected 2020
General Increase/COLA	2.0 %	2.0 %	2.5 %
Merit Increase	3.0 %	3.0 %	3.0 %
Other Increase	0.5 %	0.5 %	0.8 %
Total Increase	3.0 %	3.0 %	3.0 %

Note: “General Increase/COLA,” “Merit,” and “Other” do not add to the “Total Increase” because not every organization provides all three types of increases.

**Chart 2 – Median Total U.S. Salary Budget Increases by Employee Category (zeros included)**

	Projected 2019	Actual 2019	Projected 2020
Nonexempt Hourly, Nonunion	3.0 %	3.0 %	3.0 %
Exempt Salaried	3.0 %	3.0 %	3.0 %
Officers/Executives	3.0 %	3.0 %	3.0 %
All	3.0 %	3.0 %	3.0 %

(Source: WorldatWork 2019-2020 Salary Budget Survey. Survey data collected through May 2019.)

No differences exist when comparing nationally based figures to the salary budget forecast for **Utah employers** and, more specifically, **public sector employers**. The total salary budget increases forecast for Utah and government employers alike are also **3.0%**.

### RECOMMENDATION:

*The committee recommends the city consider competitive market pay adjustments rather than general pay increases. City leaders are advised to appropriate funding towards pay and salary range adjustments necessary to ensure the city remains competitive with other employers based upon cost of labor data (as described on page*

4 of this report). If, however, the city decides to implement a general pay increase for employees, the committee recommends a budgeted amount between 2.0% to 2.5%, as projected for 2020 by WorldatWork in Chart 1, above.

## Section II: Salt Lake City Recruitment, Turnover and Labor Statistics

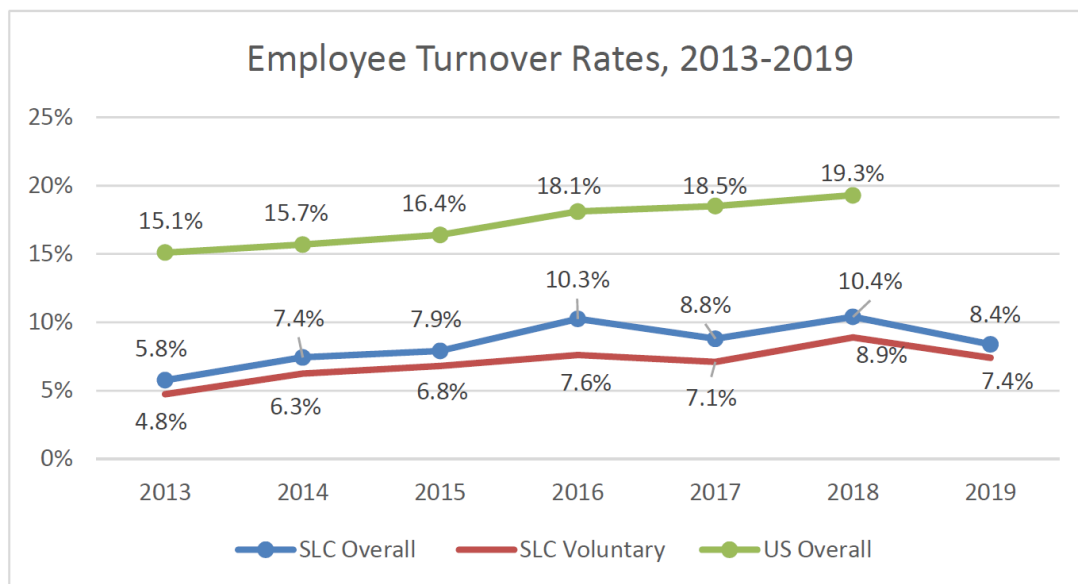
Additional information considered by the committee included recruitment, turnover, and recent economic-related statistics for 2019.

The latest recruitment statistics for regular full-time positions show the city:

- Posted 434 jobs (which increased approximately 28% compared to 339 in 2018)
- Received a total of 16,854 applications (which increased approximately 17% compared to 14,318 in 2018)
- Hired 573 employees\* (which decreased approximately 9% compared to 631 in 2018)

\*The total number of hires is higher because certain job postings, such as for Firefighters and Police Officers, resulted in multiple hires during 2019.

Overall and voluntary turnover rates experienced by the city decreased from last year's numbers. Both overall and voluntary city turnover rates continue to remain significantly lower than the national average. The city experienced a decrease in **overall turnover** from 10.1% in 2018 to **8.4% in 2019**. Of the 244 employees that voluntarily left the city throughout the past year, 75 retired reducing the voluntary turnover rate from 7.4% to 4.8%.

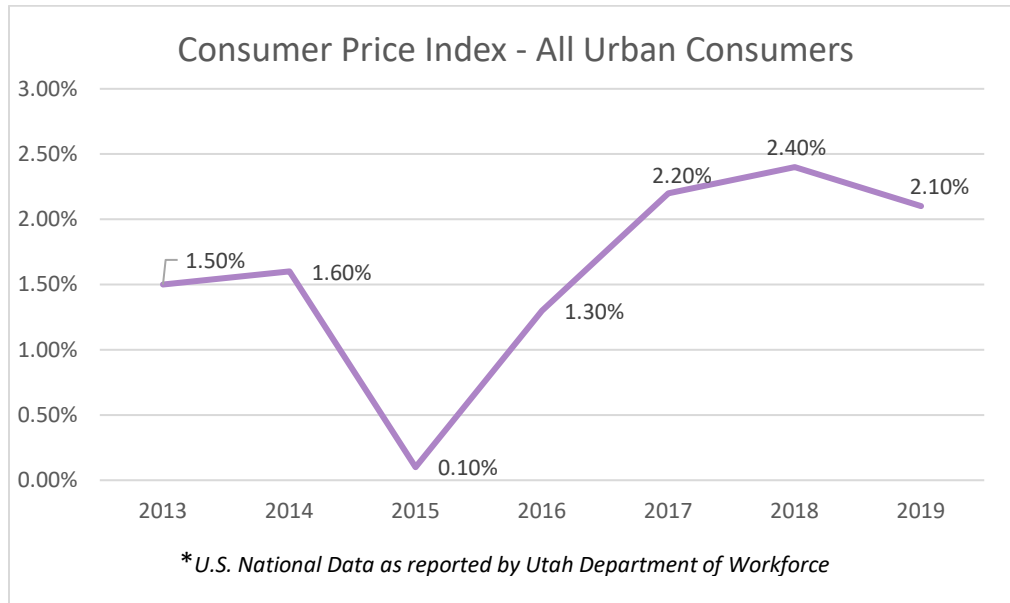


(NOTE: Corrected overall and voluntary turnover statistics for SLC in 2018 are shown in this chart.)

A comparative analysis of turnover in each city department is included for reference in Appendix A of this report.

Finally, the committee also reviewed changes in the national consumer price index, which as a measure focuses exclusively on the estimated cost for a standard selection of goods and services utilized by a typical consumer. Based on information obtained through the Utah Department of Workforce Services, costs appear to have risen at a

lesser rate compared to last year. Although there is no CPI data specific to Utah, the latest cost of living indicator for Salt Lake City, UT obtained from Mercer is 96% compared to the U.S. average.



Although “cost of living” is often referred to in more common vernacular as a means to help gauge the potential need for pay adjustments, the committee asserts best practice is to compensate employees based on “cost of labor” rather than cost of living. This approach is most widely known as “market-based pricing.” Human resource practitioners and major industry consultants, such as Mercer, mutually agree pay practices based on cost of labor is the preferred method because it reflects what it costs to actually employ someone in a certain city or geographic area for a specific type of work. Cost of labor is, of course, influenced by cost of living, but it also includes:

- Supply of talent in a particular city or area;
- Demand for talent;
- What competing companies in the same city (or general market area) pay; and,
- Desirability to live in the city.

As stated in the report on a special survey conducted by Mercer for Salt Lake City, *“some cities have a significantly higher **cost of living** than **cost of labor**, which is often driven by the desirability for living in the area (i.e. New York City, Los Angeles, Miami, etc.). Many people live there and there is high demand for housing, food, transportation, etc., which results in high prices for consumers.”* However, this high demand also results in *“a robust labor supply pool which offsets the premiums that companies would otherwise need to pay workers.”* On the other hand, the cost of labor may require cities with many employers competing for scarce skills and human resources to pay premium prices to get talent even when cost of living is low (Source: “2020 Salt Lake City AFSCME Salary Survey” report by Mercer, p.13).



RECOMMENDATION:

*Considering the city's present success in attracting larger applicant pools and low turnover, there is good evidence to generally support and demonstrate the city's current human capital strategies are successfully achieving desirable results. In addition, the committee recommends city leaders continue to rely on a market-based pricing approach, which is the cost of labor, to determine appropriate compensation levels for jobs and employees.*

**Section III: City Living Wage**

In addition to considering comparative market pay data for benchmark jobs, the committee considered new living wage estimates released through the Massachusetts Institute of Technology's living wage calculator. The 2020 living wage for a single adult with zero children residing in Salt Lake County is now estimated to be **\$12.05 per hour**.

As explained in previous reports, this rate is originated from a modern living wage model which relies on geographically specific expense data related to an individual or family's likely minimum food, childcare, health insurance, housing, transportation and other costs for basic necessities.



Previously, the committee recommended city officials consider making future living wage adjustments only when the estimated rate for a single adult's living wage increased by 5% or more above the city's current living wage rate, which is now \$10.87 per hour. However, it is understood by the committee that actual pay rates among the city's regular, full-time workforce are well above the latest estimated living wage for a single adult. Currently, the lowest rate paid by the city to regular full-time employees for work performed is Custodian. With only three years required to reach the maximum pay rate for this job, however, incumbents are actually paid \$16.87 per hour, which is estimated to be at least 15% higher than the local market rate paid by other employers for the same job. Furthermore, the committee has received information indicating the only employees for whom pay rates fall below \$12.05 per hour are employees who are hired by the city to perform temporary work such as seasonal Golf division employees and Parks Groundskeepers. Based on this understanding, the committee advises no immediate changes to the city's living wage are necessary at this time.

Updated living wage rates, including for different family sizes and composition, are highlighted in Appendix B of this report.

RECOMMENDATION:

*No immediate changes to the city's living wage are recommended at this time. However, based upon the city's desire to maintain a living wage for employees, the committee recommends city leaders continue to monitor, examine, and adjust the city's living wage in such a way that minimizes pay compression and allows employees to*

*provide for living expenses necessary for basic needs such as food, child care, health insurance, housing, transportation and other basic necessities.*

## Section IV: Local Market Pay Comparison

As with past years, the committee reviewed market data including base wages and salaries obtained from sources including approximately 140 locally based private or public employers with operations along the Wasatch Front. Results of the market pay analysis conducted this year were presented by the city's human resources staff using the compensation management tool offered by Payfactors to aggregate the latest sources of market pay information available.

To facilitate this review, the city has organized its more than 940 job titles into 87 distinct benchmark groups. The committee reviewed job pricing information including median pay data obtained for each of the 87 benchmark job titles shown in Appendix C1 and C2 of this report. In total, these benchmarks cover more than 1,438 employees who represent approximately 49% of the city's regular, full-time workforce. Because market data is not available to price all jobs or levels of a particular job, it is important to note if a job title is not shown as a benchmark title it is instead tied to a benchmark for pricing purposes. For example, *Accountant III* is designated as the benchmark job for related titles in the same job family, including:

- *Accountant I*
- *Accountant II*
- ***Accountant III*** (benchmark)
- *Accountant IV*

In both theory and practice, if market data indicates a particular benchmark job is significantly below market, then all levels of the job should be reviewed for potential market pay adjustments—not just the benchmark job. This way, the pay differences between levels of the same or similar jobs are appropriately maintained.

To account for differences in the pay structures and practices that exist among the city's various bargaining units, results of this year's local market pay analysis are displayed in two separate lists, including one for *union-covered* jobs and another for *non-union* jobs.

New this year, the Committee also relied upon data and information obtained from analysis and a report issued by NFP to assess and evaluate the overall competitiveness of the city's pay and benefits offerings compared to market. More specifically, the Committee wished to reevaluate the city's compensation philosophy, which has been to pay employees slightly less than market because it's believed the benefits offered are intentionally top-of-the-line compared to most employers with whom the city most directly competes for talent.

In its study and report to the Committee, NFP specifically noted the overall additional economic value of benefits offered by Salt Lake City to its employees was either \$3,152





(compared to other public sector organizations) or \$3,568 (compared to private sector organizations). These values were drawn from the results of a more comprehensive employee benefits study NFP conducted on the city's behalf at the end of 2019. Added to the base pay rates indicated for employees in each of the city's benchmark jobs, the Committee determined jobs for which the combination of base pay plus the additional economic value of benefits was less than 100%

are those that should be targeted for market pay adjustments. In such cases, targeted jobs are categorized more specifically as either *slightly* or *significantly* below market.

It is believed this new approach to assessing and evaluating the city's overall competitiveness gives employees and city leaders, alike, a more holistic perspective on the combined value of the pay and "above-market" benefit offerings Salt Lake City provides compared to other local area employers. Ultimately, the market pay information shown in Appendix C1 and C2 for each benchmark job, along with the additional economic value of benefits, reveals how the groups of union and non-union jobs compare to market.

The committee finds best practice in compensation when comparing to market is to primarily consider median pay rates, which unlike the mean (or average), is not sensitive to or skewed by abnormally low or high values.

Based on the committee's new recommended pay guidelines for the city, benchmarks are now considered to be:

- **Competitive** when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits equals 100% compared to market;
- **Slightly leading (or lagging)** when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits are +/- 6% to +/- 9.9% compared to market; and, finally,
- **Significantly leading (or lagging)** when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits are +/- 10% or more compared to market.

For convenience, a copy of NFP's full report presented to this Committee is attached and included as Appendix D.

#### RECOMMENDATION:

*As funds permit, the committee recommends the mayor and city council appropriate financial resources necessary to grant market salary adjustments for employees in benchmark jobs identified in this report as lagging market.*

- First priority should be given to those lagging significantly;

- Second priority should be given to those lagging slightly behind market.

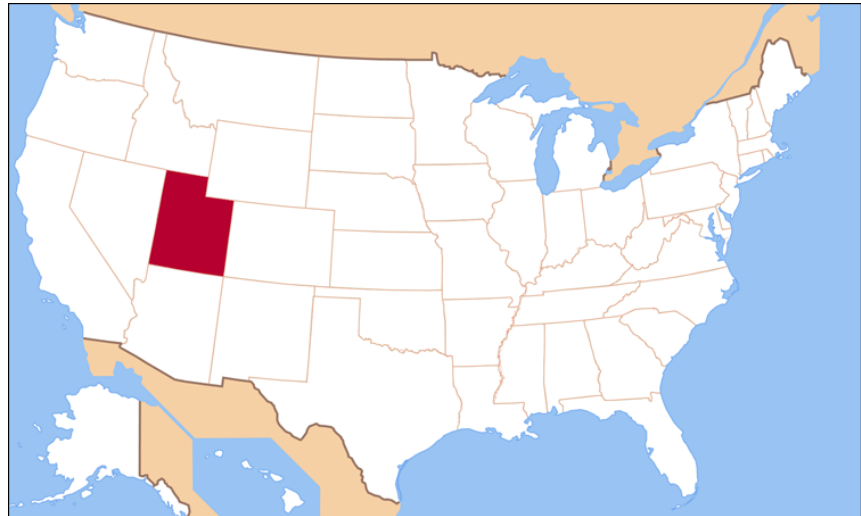
Furthermore, the committee recommends the City consider itself competitive when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits equals 100% compared to market.

For those employees in benchmark-related jobs where market data indicate the city significantly leads market (which is by 10% or more), the committee advises leaders to address compensation in ways that do not continue to escalate the gap between the city's pay rates compared to established market pay rates—especially in cases where the city is known to compete directly for qualified talent with the private sector.

## Section V: Local vs. National Pay Markets

For this report, the Committee reviewed three different surveys engaged by the city to compare wages and benefits paid to employees.

1. **A national survey was conducted by Mercer, including 42 AFSCME benchmark jobs, examining wages only.** In addition to reviewing actual pay, Mercer analyzed market median pay compared to Salt Lake City at the minimum, middle, and maximum (or, “top rate”) pay levels shown in the yellow



- columns in the chart on page 10. (Note: A copy of Mercer's full report is being transmitted to elected officials separate and apart from this report, therefore, it is not included.)
2. The city conducted a survey including local, Wasatch Front private sector entities and public sector entities (including other municipalities) which generally serve populations of 40,000 or more, shown in the olive and blue columns in the chart on page 10. **This local survey examined only the median wage for the position.**
3. **NFP examined several aspects of city employment, but the one that applies to this section is the added value of the city benefits package,** displayed in the chart on page 10 under the column marked, “Market + Economic Value of Benefits.”

A review of the total number of external applicants and hires made by the city in the past year demonstrates that the vast majority of job applicants and new hires come from the local job market, making the Local Market Survey sample more representative than national sample surveys, such as the latest pay study conducted by Mercer for AFSCME jobs. However, given Mercer's more detailed analysis of pay ranges relative to market and the fact the minimum pay steps are shown to be significantly below market, there may still be something to be learned.

### **SALT LAKE CITY UNION JOB RECRUITMENT STATISTICS**

Unless otherwise noted, the following statistics account for the total number of external applicants and hires made between *February 2019 – February 2020*.

#### **AFSCME – Past 12 Months**

- **Trade & Craft (100 Series)** – Of 2,310 external applicants, 2,102 (or **91%**) were from Utah. Out of 74 hires, 72 (or, **97%**) were from Utah
- **Clerical & Administrative Support (200 Series)** – Of 1,590 external applicants, 1,411 (or, **89%**) were from Utah. Out of 42 hires, **100%** were from Utah.
- **Paraprofessional (330 Series)** – Of 1,021 external applicants, 846 (or, **83%**) were from Utah. Out of 17 hires, 16 (or, **94%**) were from Utah.

In total approximately **89%** of all external applicants and **98%** of new hires for all AFSCME bargaining units were from the local area.

#### **Police Officers – Past 12 Months**

- Of 1,078 external applicants, 869 (or, **81%**) were from Utah. Out of 36 hires, 34 (or, **94%**) were from Utah.

#### **Firefighters – Past 24 Months**

- Of 777 external applicants, 486 were from Utah (63%). Out of 12 hires, **100%** were from Utah.

To this point, the job titles listed in the following chart include those Mercer found had *at least* one pay rate indicator that lags greater than 10 percent below the market median included in their sample. Even though this is a national sample, the data and results may still be worth a closer review to determine if adjusting some part of the range structure is necessary to enhance employee hiring and/or retention. For instance, the city may benefit from increasing pay range minimums to attract greater numbers of qualified applicants and retain current employees longer.

Job titles shown in bold font are among those demonstrating the greatest lag compared to either local or national markets, even with the additional economic value of benefits added to employee pay rates used for comparison with the local market survey.

Mercer AFSCME Salary Survey: Jobs with at least 1 pay level that exceeds 10% below market and Local Survey comparison						
Job Title	Variance to Market Median			Position Top-out Rates	Local Market Survey	
	Min of Scale	Mid of Scale	Max of scale		Market	Market + Economic Value of Public Benefits
Trade & Craft , Semi-Skilled, Non-Skilled Category						
Building Equipment Operator II	-15%	-21%	-17%	104%	104%	110%
Custodian	-13%	-11%	-5%	115%	115%	125%
<b>Maintenance Electrician IV</b>	-7%	-10%	-12%	98%	98%	103%
Parks Groundskeeper	-16%	-17%	-21%	119%	102%	112%
Plumber II	-2%	-11%	-12%	104%	104%	110%
Water Meter Reader II	-17%	-19%	-14%	105%	105%	113%
Clerical & Operations Support Category						
Civil Enforcement Officer I	-23%	-18%	-13%	126%	108%	115%
Judicial Assistant II	-11%	-7%	-5%	126%	126%	134%
Police (Records) Information Specialist	-19%	-9%	1%	129%	92%	101%
Public Safety Dispatcher	-19%	-18%	-17%	125%	107%	114%
Senior (Public Utilities) Customer Service Rep.	-21%	-14%	-8%	113%	113%	120%
<b>Senior Secretary</b>	-13%	-12%	-5%	119%	90%	98%
Warehouse Worker (Airport)	-12%	-8%	-6%	137%	137%	145%
Paraprofessional & Technical Category						
Airport Operations Specialist	10%	-1%	-15%	114%	100%	105%
<b>Crime Scene Technician II</b>	-11%	-15%	-18%	101%	92%	98%
Forensic Scientist	2%	-8%	-13%	n/a	104%	110%
Lab Chemist	2%	-5%	-14%	--	--	--
<b>Plans Examiner I</b>	-6%	-10%	-16%	97%	88%	92%
<b>Police Intelligence Specialist</b>	-9%	-17%	-21%	94%	76%	81%

## RECOMMENDATION:

*The committee recommends that the mayor and city council place more weight on the local area survey comparisons, recognizing that the vast majority of individuals filling the selected jobs come from the local market. The committee also recommends that the mayor and city council continue to conduct national market surveys every three to five years to keep ahead of possible changes or shifts in the source of qualified applicants. Whether or not the mayor and city council make wage adjustments based on either the Local Salary Survey or Mercer, the committee recommends working with departments and unions to ensure lower level pay rates successfully attract candidates and retain employees with the skills needed, even for jobs with top out rates already above the median of the market.*

## Section VI: Pay Equity

Two federal laws, the **Equal Pay Act (EPA)** and Title VII of the Civil Rights Act (Title VII), protect employees against discrimination based on gender and race/ethnicity and their pay.

The EPA is a labor law amending the Fair Labor Standards Act, aimed at abolishing wage disparity based on sex. **Virtually all employers** are covered by the **Equal Pay Act (EPA)**, which makes it illegal to pay different wages to men and women if they perform substantially equal work in the same workplace. For example, a female electrician must be **paid** the same as a male electrician in the same organization if they have the same skills, effort, responsibility and working conditions.

Title VII identifies certain specified characteristics: race, color, national origin, sex, and religion. Under **Title VII**, an employer with 15 or more employees may not

discriminate with regard to any term, condition, or privilege of employment. Areas that may give rise to violations include recruiting, hiring, promoting, transferring, training, compensating, disciplining, etc.

Pay equity **seeks to compensate workers on the basis of the skill, required effort, responsibility, and working conditions of their jobs**, rather than the gender, race or ethnicity of the worker, or the gender and racial/ethnic composition of all workers in a particular job.

Concern for ensuring the city is not only compliant with these laws, but also aligned and on target to achieve the desired goal of being a “pay equity leader” is a shared value and objective of the committee. In the past, the committee has commended city leaders for their continued focus on gender pay, including efforts to close any known pay gaps. The committee has been impressed when hearing about policies and best practices put in place to ensure pay equity among all employees.



While the city has audited pay for employees assigned to the same job

title, the committee also recognizes the importance of assessing pay equity beyond just gender. Equally relevant and important in the modern workplace, best practices reflect a need to also consider factors such as age and ethnicity. Furthermore, the committee finds performing a proactive review of current employee salaries for those in the same job title alone, although meritorious, may not be enough to achieve a more highly desired measure of pay equity. Audit and review of employee salaries across comparable job titles has already been noted as a chosen standard by city leaders to ensure that pay practices are equitable and not adversely impacting incumbents based on gender, age, and/or ethnicity. This is without a doubt a more complex and highly technical task, most likely requiring statistical and regression analyses that control for certain variables such as time in job, years of experience or performance ratings to identify disparities. To this end, the committee suggests this task may be best achieved by a qualified third-party with the technical knowledge and expertise to help the city achieve its goals.

#### RECOMMENDATION:

*Based on the latest and past year assessments, the committee recommends the city continue to strive for **gender, age, and ethnicity** pay equity by conducting a more comprehensive third-party audit and review of employee salaries to ensure that pay practices are equitable and not adversely impacting incumbents based on gender, age, and/or ethnicity.*



## Section VII: Committee Response to City Council Letter

In a letter dated February 7, 2019 from former city council chair, Charlie Luke, the committee was asked to consider requests and/or questions posed around three topics. Questions are summarized, along with the committee's response noted for each, below.

1) *Inclusion of multiple scenarios for compensation and potential adjustments based on the public safety compensation survey conducted by Mercer in FY2019, and more specifically:*

- a. What scenarios does the committee recommend for compensation of public safety professionals compared to market?

Due to Salt Lake City's distinction as Utah's largest city and role as capital city, the Committee supports the city's need to distinguish itself as a local area pay leader. Therefore, it is recommended the City maintain a relative pay position including actual median employee pay rates plus the overall additional economic value of (public sector) benefits between 105-120% compared to the local area market.

- b. What scenarios might raise compensation just above market rate to reflect hiring competition and retention challenges?

Continuing to conduct a national survey of wages once every three years enables the city to keep abreast of how pay for Salt Lake City's for public safety personnel, including Firefighters and Police Officers, compares to their counterparts in similar U.S. municipalities. Similarly, monitoring potential shifts in trends and tracking the source of applicants and candidates hired should also allow Salt Lake City to note if and when more weight should be given to national rather than local area market pay comparisons.

As noted earlier in this report, of 1,078 external applicants for police officers in 2019, 869 (or, **81%**) were from Utah; among the 36 hires made, 34 (or, **94%**) were from Utah. The latest recruitment process conducted for firefighters yielded 777 external applicants, of which 486 were from Utah (63%); all 12 job offers made were to candidates from Utah.

- c. What pros and cons does the committee see to adjusting the city's compensation policy so that sworn public safety employees lead the market?

The Committee believes advantages to adhering to the compensation philosophy described in 1(a), above, will continue to allow the City to preserve its ability to successfully attract and retain qualified candidates and employees in positions critical for the city to ensure public safety. Disadvantages might include the need to hold wages and salaries for employees if and when pay rates exceed market comparison by 120%.

2) *Insight on balancing the value of and cost of retaining current employees (not just public safety) versus hiring and training new employees;*

In order to identify specifically why employees are leaving, the City needs to understand that many factors besides pay contribute to an employee choosing to leave. As noted in



the articles provided under Appendix G, employers can avoid the high costs of turnover through better retention.

Organizations cannot avoid the attrition of mature workers leaving the workplace, but through retention strategies employers can reduce turnover. Compensation and benefits play a role in recruiting and retaining employees, but other factors have significant impacts as well. In many cases it is the working environment or culture that prompts an employee to leave.

According to the Retention Report, the three top specific reasons for employees to leave jobs in 2018 were career development (21%), work-life balance (13%) and manager behaviors (11%). Experts say these reasons all fall under one broad umbrella of why employees leave companies: Their employer is not meeting their needs and expectations.

Retention strategies should be built on the knowledge and understanding of multi-generational needs and expectations. “All managers and companies should know why their employees join, why their employees stay and why their employees leave,” says Gabriel Stavsky with Retensa Employee Retention Strategies.

The committee recommends the city begin to ask questions and compile answers via engagement surveys, exit interviews, and other methods to diagnose where and why turnover is specifically occurring. We recommend that the city retain a third-party culture/retention expert to conduct a cultural study at the city that considers the following and to suggest recommended retention strategies to remedy turnover to retain City employees.

- Determine where and why city turnover is occurring by collecting as much information as possible about the types of City positions that have the highest turnover. This would include: why it is specifically occurring; which city departments have ongoing retention or turnover issues; why the higher turnover is specifically happening and; determining if there are any generational or demographic factors where turnover is higher.
- Perform exit surveys to capture the reasons City employees have left. Use of a third-party vendor typically creates a safer environment for honest answers about why an employee chooses to leave. Sadly, the employee has left the City at this point. However, being asked by a third party why he/she left and understanding that the City is working on improving may cause an employee to reconsider leaving.
- Government and city leadership has the potential to change every four years, which contributes to a loss of continuity and provides a challenge in building sustainable cultural values. The effects of this should be examined by the third-party vendor also.
- Ask current employees what they value and why they stay\*\*. Assuming that compensation or benefits are the reason(s) employees stay or leave may be incorrect. Asking employees through confidential surveys, retention interviews, and other methods will assist the city in getting a better understanding of this important retention information of specifically why employees stay and what would cause them to leave.

**\*\*Caveat:** If the City asks employees for this information, it must be prepared to share the feedback that it received, good and bad, with employees and also share with them how this information will be used to make improvements. It is important to note the process of obtaining specific turnover information, creating a retention strategy to mitigate turnover, and building cultural values is a long-term process. It does not happen quickly and will require time,

dedication, monitoring and evaluation by the city HR Department in partnership with city management to create sustainable processes and programs to improve retention.

3) *Provide an assessment of the city's long-standing salary practice of identifying no less than 95% of market as the preferred range for setting employee compensation and the city's overall benefits offerings, including:*

a. *Should the city's benefits package be holistically reviewed more frequently?*

Aligned with the recommendation received in NFP's benefit and compensation analysis and report, the Committee agrees best practice would be to review the city's benefits with a maximum gap of 3-5 years.

b. *Is the benefits package still sufficiently competitive and generous in today's market to warrant the up to 5% of salary reduction from market?*

According to results of a more comprehensive employee benefits study NFP conducted on the city's behalf at the end of 2019, it was determined Salt Lake City's benefits add the following value (in dollar amount) to overall compensation (compared to market), as follows:

- Compared to other Public Sector organizations: **\$3,152.37**
- Compared to Private Sector organizations: **\$3,568.41**
- For Public Safety compared to Public Sector organizations: **\$4,694.33**
- For Public Safety compared to Private Sector organizations: **\$5,110.37**

Where value was most added/lost

- The City's medical plans **added** \$1,909.06 toward the overall value of the benefits package. This was due to the low cost to employees, but was tempered by the City lagging in deductibles and out of pocket maximums.
- The City's LTD offering of 66.67% to SSNRA and the low cost for public safety **added** \$416.04 annually toward the overall value of benefits for public safety employees.
- The City's STD offering **added** \$420.00 per year when compared against the private sector.
- The City's longevity pay offering **added** \$1,050.00 across all groups.
- The City's tuition reimbursement **added** \$379.10 across all groups.
- The City's EAP **added** \$180 across all groups.
- The cost of the City's dental plan to employees **subtracted** \$593.37 from the overall benefits package value across all groups.
- *Other benefits, such as HSA contributions, retirement benefits (when compared to the Public Sector), paid holidays and leave, at the median, meaning that they neither added nor subtracted overall value.*

## Summary of Recommendations

Based upon a review of the topics and issues addressed in this report, the committee now recommends the mayor and city council consider the following summary of recommendations:

1. The committee recommends the city consider competitive market pay adjustments as opposed to general pay increases. City leaders are advised to appropriate funding towards pay and salary range adjustments necessary to ensure the city remains competitive with other employers based upon cost of labor data (as described on page 4 of this report). If, however, the city decides to implement a general pay increase for employees, the committee recommends a budgeted amount between 2.0% to 2.5%, as projected for 2020 by WorldatWork.
2. Considering the city's present success in attracting larger applicant pools and low turnover, there is good evidence to generally support and demonstrate the city's current human capital strategies are successfully achieving desirable results. In addition, the committee recommends city leaders continue to rely on a market-based pricing approach, which is the cost of labor, to determine appropriate compensation levels for jobs and employees.
3. No immediate changes to the city's living wage are recommended at this time. However, based upon the city's desire to maintain a living wage for employees, the committee recommends city leaders continue to monitor, examine, and adjust the city's living wage in such a way that minimizes pay compression and allows employees to provide for living expenses necessary for basic needs such as food, child care, health insurance, housing, transportation and other basic necessities.
4. As funds permit, the committee recommends the mayor and city council appropriate financial resources necessary to grant market salary adjustments for employees in benchmark jobs identified in this report as lagging market.
  - First priority should be given to those lagging significantly;
  - Second priority should be given to those lagging slightly behind market.

Furthermore, the committee recommends the City consider itself competitive when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits equals 100% compared to market.

For those employees in benchmark-related jobs where market data indicate the city significantly leads market (which is by 10% or more), the committee advises leaders to address compensation in ways that do not continue to escalate the gap between the city's pay rates compared to established market pay rates—especially in cases where the city is known to compete directly for qualified talent with the private sector.

5. Based on the latest and past year assessments, the committee recommends the city continue to strive for gender, age, and ethnicity pay equity by conducting a more comprehensive third-party audit and review of employee salaries to ensure that pay practices are equitable and not adversely impacting incumbents based on gender, age, and/or ethnicity.
6. Additional recommendations noted within the committee's response to the city council's letter dated February 7, 2019.

# APPENDICES

## APPENDIX A – City Overall & Voluntary Turnover Rates by Department

Voluntary turnover includes *resignations, retirements, and job abandonments*. Involuntary turnover includes *probationary releases, dismissals, separations and deaths*.

### 2019 Rates

Department	# of Employees	# total Terminations	Overall Turnover Rate	Retention	Voluntary Turnover	Involuntary Turnover
911 BUREAU	96	20	22%	84%	22%	0%
AIRPORT	484	54	11%	91%	9%	3%
ATTORNEY	56	16	28%	76%	26%	2%
CITY COUNCIL	24	1	4%	96%	4%	0%
COMMUNITY & NEIGHBORHOODS	189	24	13%	89%	12%	1%
ECONOMIC DEVELOPMENT	13	3	23%	85%	15%	8%
FINANCE	68	7	10%	94%	6%	4%
FIRE	338	11	3%	97%	3%	0%
HUMAN RESOURCES	24	6	25%	83%	17%	8%
INFORMATION MANAGEMENT SERV	69	1	1%	98%	1%	0%
JUSTICE COURTS	40	5	12%	88%	7%	5%
MAYOR	17	7	38%	40%	38%	0%
POLICE	650	65	10%	92%	9%	1%
PUBLIC SERVICES	394	49	13%	90%	11%	2%
PUBLIC UTILITIES	387	36	9%	93%	8%	1%
REDEVELOPMENT AGENCY	14	0	0%	100%	0%	0%
SUSTAINABILITY	61	4	7%	95%	5%	2%

### 2018 Rates

Department	# of Employees	# total terminations	# voluntary terminations	# involuntary terminations	Overall turnover rate	Voluntary turnover rate	Involuntary turnover rate
911 EMERGENCY BUREAU	84	16	11	5	19%	13%	6%
AIRPORT	461	57	53	4	12%	10%	9%
ATTORNEY	57	10	10	0	18%	18%	0%
CITY COUNCIL	24	0	0	0	0%	0%	0%
COMMUNITY & NEIGHBORHOODS	184	28	25	3	15%	14%	2%
ECONOMIC DEVELOPMENT	13	3	3	0	24%	24%	0%
FINANCE	66	8	6	2	12%	9%	3%
FIRE	333	13	12	1	4%	4%	0%
HUMAN RESOURCES	24	2	1	1	9%	4%	4%
INFORMATION MANAGEMENT SERVICES	67	11	8	3	17%	12%	4%
JUSTICE COURTS	40	1	1	0	3%	3%	0%
MAYOR	19	4	3	1	22%	16%	5%
POLICE	616	60	55	5	10%	10%	8%
PUBLIC SERVICES	374	32	27	5	9%	7%	1%
PUBLIC UTILITIES	374	37	33	4	10%	9%	1%
REDEVELOPMENT AGENCY	14	2	2	0	14%	14%	0%
SUSTAINABILITY	54	6	4	2	11%	7%	4%



## APPENDIX B – Living Wage Calculation for Salt Lake County, Utah

### 2020 Living Wage Calculation for Salt Lake County, Utah

The living wage shown is the hourly rate that an **individual** in a household must earn to support his or herself and their family. The assumption is the sole provider is working full-time (2080 hours per year). The tool provides information for individuals, and households with one or two working adults and zero to three children. In the case of households with two working adults, all values are **per working adult, single or in a family** unless otherwise noted.

The state minimum wage is the same for all individuals, regardless of how many dependents they may have. Data are updated annually, in the first quarter of the new year. State minimum wages are determined based on the posted value of the minimum wage as of January one of the coming year (National Conference of State Legislatures, 2019). The poverty rate reflects a person's gross annual income. We have converted it to an hourly wage for the sake of comparison.

For further detail, please reference the [technical documentation here](#).

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
<b>Living Wage</b>	\$12.05	\$25.19	\$31.29	\$40.51	\$19.82	\$24.12	\$26.77	\$31.36	\$9.91	\$14.00	\$17.04	\$21.04
<b>Poverty Wage</b>	\$6.00	\$8.13	\$10.25	\$12.38	\$8.13	\$10.25	\$12.38	\$14.50	\$4.06	\$5.13	\$6.19	\$7.25
<b>Minimum Wage</b>	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

### Typical Expenses

These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
<b>Food</b>	\$3,592	\$5,306	\$7,976	\$10,578	\$6,586	\$8,208	\$10,589	\$12,893	\$6,586	\$8,208	\$10,589	\$12,893
<b>Child Care</b>	\$0	\$6,797	\$12,776	\$18,755	\$0	\$0	\$0	\$0	\$0	\$6,797	\$12,776	\$18,755
<b>Medical</b>	\$2,192	\$6,569	\$6,281	\$6,401	\$5,148	\$6,281	\$6,401	\$6,302	\$5,148	\$6,281	\$6,401	\$6,302
<b>Housing</b>	\$8,496	\$12,900	\$12,900	\$18,216	\$10,440	\$12,900	\$12,900	\$18,216	\$10,440	\$12,900	\$12,900	\$18,216
<b>Transportation</b>	\$4,094	\$7,982	\$10,126	\$11,032	\$7,982	\$10,126	\$11,032	\$11,564	\$7,982	\$10,126	\$11,032	\$11,564
<b>Other</b>	\$2,734	\$4,558	\$4,732	\$5,953	\$4,558	\$4,732	\$5,953	\$5,955	\$4,558	\$4,732	\$5,953	\$5,955
<b>Required annual income after taxes</b>	\$21,109	\$44,112	\$54,791	\$70,935	\$34,714	\$42,247	\$46,875	\$54,931	\$34,714	\$49,044	\$59,651	\$73,686
<b>Annual taxes</b>	\$3,959	\$8,279	\$10,302	\$13,330	\$6,516	\$7,926	\$8,802	\$10,298	\$6,516	\$9,214	\$11,224	\$13,852
<b>Required annual income before taxes</b>	\$25,067	\$52,391	\$65,093	\$84,265	\$41,229	\$50,173	\$55,677	\$65,229	\$41,229	\$58,258	\$70,874	\$87,538

## APPENDIX C-1: 2020 SLC/Local Market Pay Comparison for union benchmark jobs

Included in this section is a total of **44 union benchmark jobs**, which cover **1,166** employees. The committee's recommendations for this group of jobs is based on the median base rate of pay plus the additional economic value of public employer-provided benefits compared to market. Results of the analysis for this group of jobs shows four benchmark jobs in the **significantly lagging** category ( $\geq -10\%$ ); four benchmark job in the **slightly lagging** category ( $\geq -1$  to  $-9.9\%$ ); and 29 benchmark jobs **leading significantly** ( $\geq 10\%$ ).

Job Title (Job Code)	SLC Median Employee Salary	# SLC Incumbents	Market Salary (30th percentile)		SLC Top Rate (union only)	SLC Top Rate/Market (%)	w/ Additional Economic Value of benefits (Public Sector) = \$3,152 per year		w/ Additional Economic Value of benefits (Private Sector) = \$3,568 per year	
ACCESS CONTROL SPECIALIST (002340)*	\$35,818	5	\$39,712	90%	\$50,253	127%	\$38,970	98%	\$39,386	99%
AIRFIELD MAINTENANCE ELECTRICIAN (002311)*	\$66,830	17	\$66,641	100%	\$66,830	100%	\$69,982	105%	\$70,398	106%
AIRPORT OPERATIONS SPECIALIST (002440)*	\$63,627	20	\$63,869	100%	\$63,627	100%	\$66,779	105%	\$67,195	105%
ARBORIST II (001375)	\$51,646	4	\$45,400	114%	\$51,646	114%	\$54,798	121%	\$55,214	122%
ASPHALT EQUIPMENT OPERATOR II (000909)	\$50,190	33	\$48,300	104%	\$50,190	104%	\$53,342	110%	\$53,758	111%
BUILDING EQUIPMENT OPERATOR II (006071)	\$50,190	10	\$48,300	104%	\$50,190	104%	\$53,342	110%	\$53,758	111%
BUILDING INSPECTOR III (001967)	\$73,674	12	\$66,000	112%	\$73,674	112%	\$76,826	116%	\$77,242	117%
BUSINESS LICENSING PROCESS II (001964)	\$44,450	2	\$52,100	85%	\$53,456	103%	\$47,602	91%	\$48,018	92%
CARPENTER II (001349)	\$53,186	8	\$49,300	108%	\$53,186	108%	\$56,338	114%	\$56,754	115%
CITY PAYMENTS PROCESSOR (000263)	\$38,210	4	\$29,700	129%	\$50,253	169%	\$41,362	139%	\$41,778	141%
CIVIL ENFORCEMENT OFFICER I (001893)	\$47,299	5	\$43,800	108%	\$55,286	126%	\$50,451	115%	\$50,867	116%
CONCRETE FINISHER (001852)	\$54,850	9	\$41,300	133%	\$54,850	133%	\$58,002	140%	\$58,418	141%
CRIME SCENE TECHNICIAN II UNION (001779)	\$45,219	7	\$49,400	92%	\$50,107	101%	\$48,371	98%	\$48,787	99%
CUSTODIAN II (006090)	\$35,090	3	\$30,500	115%	\$35,090	115%	\$38,242	125%	\$38,658	127%
ENGINEERING TECHNICIAN IV (000829)	\$60,590	12	\$58,300	104%	\$60,590	104%	\$63,742	109%	\$64,158	110%
EVIDENCE TECHNICIAN II (002277)	\$48,069	5	\$50,300	96%	\$48,069	96%	\$51,221	102%	\$51,637	103%
FIRE CAPTAIN (008040)	\$91,125	77	\$83,200	110%	\$91,125	110%	\$95,819	115%	\$96,235	116%
FIREFIGHTER/EMT - all levels	\$48,485	43	\$45,000	108%	\$69,618	155%	\$53,179	118%	\$53,595	119%
FIREFIGHTER/ENGINEER - all levels	\$74,464	53	\$66,800	111%	\$74,464	111%	\$79,158	119%	\$79,574	119%
FIREFIGHTER/PARAMEDIC - all levels	\$78,437	84	\$59,700	131%	\$80,392	135%	\$83,131	139%	\$83,547	140%
FLEET MECHANIC (001952)	\$54,850	42	\$58,300	94%	\$54,850	94%	\$58,002	99%	\$58,418	100%
GENERAL MAINTENANCE WORKER III (006140)	\$44,533	2	\$43,600	102%	\$44,533	102%	\$47,685	109%	\$48,101	110%
HVAC TECHNICIAN II (006050)	\$58,178	9	\$55,200	105%	\$58,178	105%	\$61,330	111%	\$61,746	112%
JUDICIAL ASSISTANT II (002084)	\$53,456	9	\$42,300	126%	\$53,456	126%	\$56,608	134%	\$57,024	135%
MAINTENANCE ELECTRICIAN IV (000168)	\$60,050	8	\$61,500	98%	\$60,050	98%	\$63,202	103%	\$63,618	103%
METAL FABRICATION TECHNICIAN - WELDER (001925)	\$60,050	5	\$55,400	108%	\$60,050	108%	\$63,202	114%	\$63,618	115%
OFFICE TECHNICIAN II (001191)	\$41,454	21	\$35,600	116%	\$48,506	136%	\$44,606	125%	\$45,022	126%
PAINTER II (001347)	\$53,186	6	\$47,600	112%	\$53,186	112%	\$56,338	118%	\$56,754	119%
PARKS GROUNDSKEEPER (001813)	\$31,907	10	\$31,400	102%	\$37,357	119%	\$35,059	112%	\$35,475	113%
PLANS EXAMINER I (002127)	\$60,393	2	\$68,700	88%	\$66,830	97%	\$63,545	92%	\$63,961	93%
PLUMBER II (000854)	\$56,514	2	\$54,200	104%	\$56,514	104%	\$59,666	110%	\$60,082	111%
POLICE INFORMATION SPECIALIST (002463)	\$34,549	10	\$37,500	92%	\$48,506	129%	\$37,701	101%	\$38,117	102%
POLICE INTELLIGENCE SPECIALIST (001539)	\$44,387	3	\$58,400	76%	\$54,974	94%	\$47,539	81%	\$47,955	82%
POLICE OFFICER (001489)	\$68,848	465	\$57,500	120%	\$73,008	127%	\$73,542	128%	\$73,958	129%
PUBLIC SAFETY DISPATCHER (002387)	\$45,698	70	\$42,800	107%	\$53,456	125%	\$48,850	114%	\$49,266	115%
SENIOR SECRETARY (003030)	\$36,858	2	\$40,900	90%	\$48,506	119%	\$40,010	98%	\$40,426	99%
SR UTILITIES REPRESENTATIVE - CUSTOMER SVC (000199)	\$48,506	5	\$42,900	113%	\$48,506	113%	\$51,658	120%	\$52,074	121%
SR WAREHOUSE OPERATOR (002022)	\$50,253	8	\$36,800	137%	\$50,253	137%	\$53,405	145%	\$53,821	146%
WASTE & RECYCLING EQUIPMENT OPERATOR II (002347)	\$50,190	26	\$46,200	109%	\$50,190	109%	\$53,342	115%	\$53,758	116%
WATER METER READER II (006326)	\$40,747	1	\$38,900	105%	\$40,747	105%	\$43,899	113%	\$44,315	114%
WATER METER TECHNICIAN II (000997)	\$45,115	2	\$51,400	88%	\$48,651	95%	\$48,267	94%	\$48,683	95%
WATER PLANT OPERATOR II (000966)	\$58,178	23	\$54,000	108%	\$58,178	108%	\$61,330	114%	\$61,746	114%
WATER RECLAMATION FACILITY OPERATOR II (002134)	\$54,850	9	\$50,600	108%	\$54,850	108%	\$58,002	115%	\$58,418	115%
WATER SYSTEM MAINTENANCE OPERATOR II (000975)	\$51,646	13	\$44,500	116%	\$51,646	116%	\$54,798	123%	\$55,214	124%

\* = Market pay rates normalized to Salt Lake City with Economic Research Institute's (ERI) Geographic Assessor.

Report date: February 24, 2020

## APPENDIX C-2: 2020 SLC/Local Market Pay Comparison for non-represented benchmark jobs

Included in this section is a total of **43 benchmark jobs**, which cover **272** non-represented employees. The committee's recommendations for this group of jobs is based on the median base rate of pay plus the additional economic value of public employer-provided benefits compared to market. Results of the analysis for this group of jobs shows two benchmark jobs in the **significantly lagging** category ( $\geq -10\%$ ); seven benchmark jobs in the **slightly lagging** category ( $\geq -1$  to  $-9.9\%$ ); and 13 benchmark jobs **leading significantly** ( $\geq 10\%$ ).

Job Title (Job Code)	SLC Median Employee Salary	# SLC Incumbents	Market Salary (50th percentile)		w/ Additional Economic Value of benefits (Public Sector) = \$3,152 per year		w/ Additional Economic Value of benefits (Private Sector) = \$3,568 per year	
ACCOUNTANT III (001666)	\$69,867	13	\$68,200	102%	\$73,019	107%	\$73,435	108%
AUDITOR III (001684)	\$88,504	1	\$73,200	121%	\$91,656	125%	\$92,072	126%
BATTALION CHIEF (008030)	\$106,538	12	\$97,700	109%	\$111,232	114%	\$111,648	114%
CITY PAYROLL ADMINISTRATOR (001945)	\$60,757	2	\$55,200	110%	\$63,909	116%	\$64,325	117%
CIVIC ENGAGEMENT PROGRAM SPEC. (001821)	\$56,035	3	\$56,100	100%	\$59,187	106%	\$59,603	106%
CLAIMS ADJUSTER (001995)	\$60,798	1	\$60,000	101%	\$63,950	107%	\$64,366	107%
COLLECTIONS OFFICER (001376)	\$49,182	4	\$41,800	118%	\$52,334	125%	\$52,750	126%
EEO/ADA SPECIALIST (002299)	\$75,566	1	\$75,000	101%	\$78,718	105%	\$79,134	106%
EMPLOYEE MARKETING & COMMUNICATIONS SPECIALIST (002225)	\$64,376	1	\$64,400	100%	\$67,528	105%	\$67,944	106%
EMPLOYEE TRAINING & DEVELOPMENT COORDINATOR (000491)	\$62,254	1	\$60,700	103%	\$65,406	108%	\$65,822	108%
ENGINEER IV (002198)	\$78,396	9	\$83,100	94%	\$81,548	98%	\$81,964	99%
FINANCIAL ANALYST III (001670)	\$71,573	5	\$77,500	92%	\$74,725	96%	\$75,141	97%
FORENSIC SCIENTIST I (001973)	\$56,202	2	\$54,100	104%	\$59,354	110%	\$59,770	110%
GIS SPECIALIST (000781)	\$62,795	4	\$61,100	103%	\$65,947	108%	\$66,363	109%
GOLF CLUB PROFESSIONAL (000940)	\$77,792	5	\$82,500	94%	\$80,944	98%	\$81,360	99%
GOLF SUPERINTENDENT 18 HOLES (000936)	\$61,734	3	\$70,500	88%	\$64,886	92%	\$65,302	93%
GRAPHIC DESIGN SPECIALIST (002103)	\$56,129	2	\$53,300	105%	\$59,281	111%	\$59,697	112%
HR BUSINESS PARTNER II (002436)	\$73,965	5	\$80,700	92%	\$77,117	96%	\$77,533	96%
HR RECRUITER (002297)	\$65,354	1	\$64,400	101%	\$68,506	106%	\$68,922	107%
HRIS ANALYST (002155)	\$79,331	1	\$85,200	93%	\$82,483	97%	\$82,899	97%
JUSTICE COURT JUDGE (001601)	\$153,405	5	\$132,800	116%	\$156,557	118%	\$156,973	118%
LCSW/MENTAL HEALTH COUNSELOR (002426)	\$56,014	1	\$60,200	93%	\$59,166	98%	\$59,582	99%
LEGAL SECRETARY III (003136)	\$54,818	2	\$50,000	110%	\$57,970	116%	\$58,386	117%
NETWORK SYSTEMS ENGINEER II (001394)	\$83,117	8	\$84,700	98%	\$86,269	102%	\$86,685	102%
OFFICE FACILITATOR II (001232)	\$49,130	27	\$52,800	93%	\$52,282	99%	\$52,698	100%
PARALEGAL (002201)	\$58,136	6	\$58,900	99%	\$61,288	104%	\$61,704	105%
POLICE CAPTAIN (000851)	\$113,922	8	\$103,800	110%	\$118,616	114%	\$119,032	115%
POLICE LIEUTENANT (000849)	\$100,589	24	\$93,700	107%	\$105,283	112%	\$105,699	113%
POLICE SERGEANT (007008)	\$85,426	67	\$78,500	109%	\$90,120	115%	\$90,536	115%
PRINCIPAL PLANNER (001733)*	\$66,602	8	\$68,627	97%	\$69,754	102%	\$70,170	102%
PROCUREMENT SPECIALIST I (000533)	\$58,906	2	\$60,300	98%	\$62,058	103%	\$62,474	104%
PROGRAM COORDINATOR, ARTS COUNCIL (001799)	\$58,250	2	\$55,200	106%	\$61,402	111%	\$61,818	112%
REAL PROPERTY AGENT (000370)	\$66,799	2	\$66,500	100%	\$69,951	105%	\$70,367	106%
REDEVELOPMENT AGENCY PROPERTY MANAGER (001391)	\$67,267	1	\$77,700	87%	\$70,419	91%	\$70,835	91%
SAFETY PROGRAM MANAGER (002286)	\$87,714	2	\$91,000	96%	\$90,866	100%	\$91,282	100%
SENIOR BENEFITS ANALYST (002122)	\$68,078	2	\$71,100	96%	\$71,230	100%	\$71,646	101%
SENIOR CITY ATTORNEY (002319)	\$138,445	13	\$141,500	98%	\$141,597	100%	\$142,013	100%
SOCIAL SERVICE WORKER (001921)	\$49,180	6	\$50,100	98%	\$52,332	104%	\$52,748	105%
SOFTWARE ENGINEER III (002145)	\$93,246	2	\$88,100	106%	\$96,398	109%	\$96,814	110%
SOFTWARE SUPPORT ADMINISTRATOR II (001729)	\$80,912	3	\$74,100	109%	\$84,064	113%	\$84,480	114%
TECHNICAL SYSTEM ANALYST III (002203)	\$72,093	1	\$69,500	104%	\$75,245	108%	\$75,661	109%
VICTIM ADVOCATE (001765)	\$50,835	3	\$49,800	102%	\$53,987	108%	\$54,403	109%

\* = Market pay rates normalized to Salt Lake City with Economic Research Institute's (ERI) Geographic Assessor.

Report date: February 24, 2020

### APPENDIX C-3: 2020 Local Market Survey Participants - WMG

WESTERN MANAGEMENT GROUP SURVEY PARTICIPANTS			
1 800 Contacts	AECOM/Federal Services	Agreserves	Akima
All Native Group	American Systems	Arup Laboratories	ASRC Federal
Associated Food Stores	Biofire Diagnostics	Boeing	Booz Allen Hamilton
Brigham Young University	Browning	CACI International	Clean Harbors
Cognosante	COLSA	Comcast	Davis County
doTERRA International	eBay	Edwards Lifesciences	Engility
FJ Management	Fluor	General Dynamics/Information Technology	General Dynamics/Mission Systems
Halfaker & Associates	Hospital Corporation of America	Hoyt Archery	Huntsman Cancer Institute
IM Flash Technologies	Intermountain Health Care	JT4	KBRWyle
L-3 Communications/Systems West	Leidos	Lennox International	LJT & Associates
Lockheed Martin	Magellan Health	ManTech International	Maximus Federal
Merit Medical Systems	MITRE	NCI Information Systems	Northrop Grumman
O.C. Tanner	Orbit Irrigation Products	PacifiCorp	Parker-Hannifin Utah
Parsons	Post Consumer Brands	Raytheon	Rio Tinto Shared Services
Ryder System	SAIC	Salt Lake City	Salt Lake Community College
Salt Lake County	Sierra Nevada	Sinclair Services	Southwest Airlines
Southwest Research Institute	Stampin Up	State of Utah, DHRM	Sunrise Senior Living
Tecolote Research	Textron Systems	U.S. Foods	U.S. Magnesium
Unisys/Federal Systems	University of Utah	University of Utah Hospitals & Clinics	USANA Health Sciences
Utah County	Utah State Courts	Utah State University	Utah State University Research Foundation/Space Dynamics Lab
Utah Transit Authority	Utah Valley University	Varex Imaging	Verizon Communications
Vivint Smart Homes	Vivint Solar	Wasatch Front Waste & Recycling District	Waste Management
Weber State University	Zions Bancorporation	90 TOTAL PARTICIPANTS	

# APPENDIX C-4: 2020 Local Market Survey Participants - WCG

WASATCH COMPENSATION GROUP SURVEY PARTICIPANTS	
BOUNTIFUL, UT	SANDY, UT
CENTRAL DAVIS COUNTY SEWER	SNYDERVILLE BASIN WATER RECLAMATION
CENTRAL VALLEY WATER	SOUTH DAVIS METRO FIRE AGENCY
CENTRAL WEBER SEWER	SOUTH DAVIS SEWER DISTRICT
COTTONWOOD HEIGHTS, UT	SOUTH JORDAN, UT
COTTONWOOD IMPROVEMENT DISTRICT	SOUTH VALLEY WATER RECLAMATION
DAVIS COUNTY	STATE OF UTAH
DRAPER, UT	TAYLORSVILLE, UT
JORDAN VALLEY WATER	TAYLORSVILLE-BENNION SPECIAL DISTRICT
LAYTON, UT	TIMPANOGOS SPECIAL DISTRICT
LEHI, UT	UNIFIED FIRE AUTHORITY
METROPOLITAN WATER, SALT LAKE & SANDY	UNIFIED POLICE DEPARTMENT
MOUNTAINLAND ASSOCIATION OF GOVERNMENTS	UNIVERSITY OF UTAH
MT. OLYMPUS IMPROVEMENT DISTRICT	UTAH ASSOCIATION OF COUNTIES
MURRAY, UT	UTAH COUNTY
NORTH DAVIS COUNTY SEWER	UTAH VALLEY DISPATCH SPECIAL SERVICE DISTRICT
NORTH DAVIS FIRE DISTRICT	UTAH VALLEY UNIVERSITY
OGDEN, UT	VALLEY EMERGENCY COMMUNICATION CENTER
OREM, UT	WEBER BASIN WATER
PARK CITY, UT	WEBER COUNTY
PARK CITY FIRE DEPT	WEBER FIRE DISTRICT
PROVO, UT	WEBER STATE UNIVERSITY
ROY WATER CONSERVANCY DISTRICT	WEST JORDAN, UT
SALT LAKE COUNTY	WEST VALLEY, UT
48 TOTAL PARTICIPANTS	





## APPENDIX D: NFP's Benefit & Compensation Analysis Report (presented to the CCAC on 1/9/2020)

# Salt Lake City Benefit and Compensation Analysis

S. David Jackson, SPHR, SHRM-SCP



9 January, 2020



# What We're Looking At



## Which numbers matter the most?

The City's strategy has been to sit at around a 95% compensation ratio, and then to utilize benefits to make up the other 5%.

This means that we need to look at those areas in the City's benefits package where benefits fall either above the median (market) or below it; in other words, we're looking at where the City's benefits provide a boost above market and when they keep it from achieving its goals.

## Where the numbers are from:

NFP recently completed a study for Salt Lake City for both public and private organizations from across the country (but centered in Utah). We asked them about their benefits and measured them against the City's benefits.

"Median," in this context, refers to the median, or market, response from this study group.

Additionally, this study group's answers matched up similarly with responses from both public and private organizations in Utah collected through NFP's Utah Employee Benefit Study.

The final source from which we gathered salary information was the most recent edition of the CCAC Annual Report to the City and staff. This data was aged to contemporary time frames that correlate with the City's recent benefit study.

# What We're Looking At



## **What we're trying to find:**

The City's three main questions we were asked to address are as follows:

1. What is the value and cost of retaining current employees versus hiring and training new employees.
2. Should the City's benefits package be holistically reviewed more frequently?
3. Is the City's benefits package still sufficiently competitive and generous in today's market to warrant the up to 5% of salary reduction from market?

We'll address these questions in order.

# Q1: Cost of Employee Turnover



## ESTIMATED TURNOVER COST BY JOB TYPE

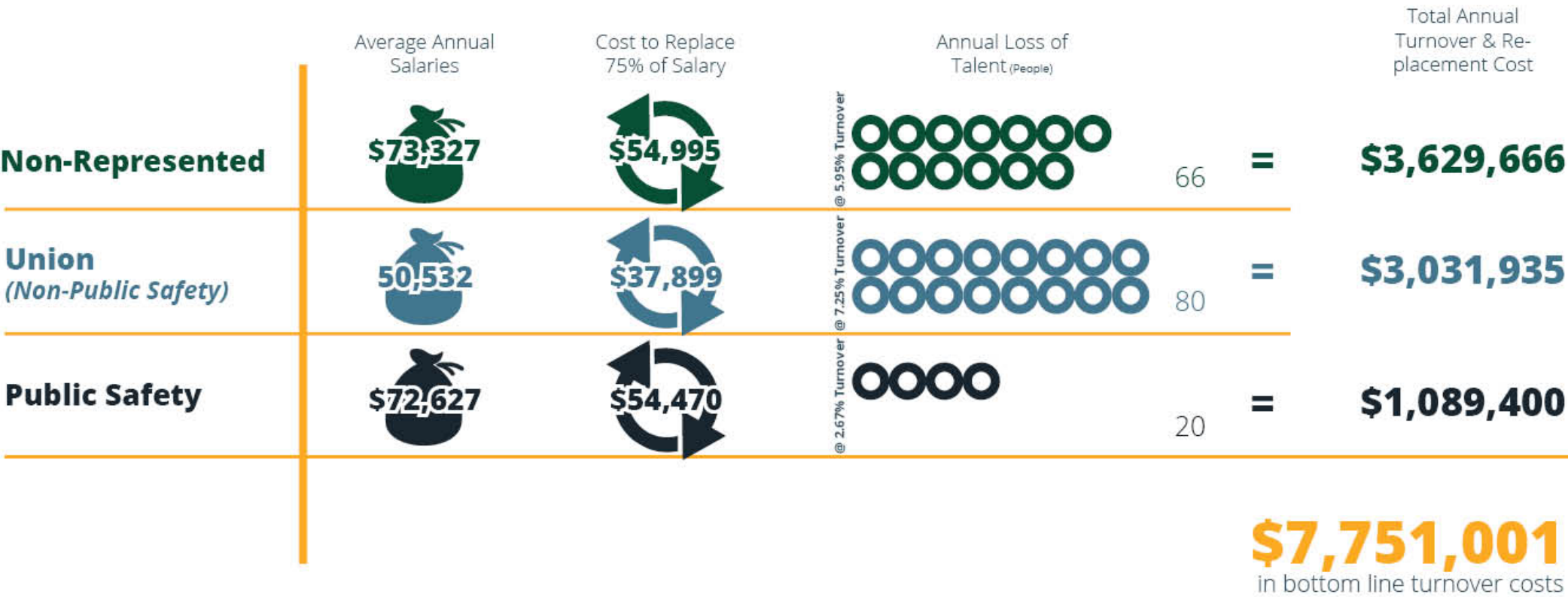
Job Type/Category	Average Turnover Cost (as of % of salary)
Entry Level - Hourly, Non Skilled (e.g. Fast Food worker)	30-50%
Skilled Hourly (e.g. Machinist)	70-100%
Technical (e.g. Computer Technician)	100-150%
Engineers (e.g. Chemical Engineer)	200-300%
Specialists (e.g. Computer Software Designer)	200-400%
Supervisors/Team Leaders (e.g. Section Supervisor)	100-150%
Middle Managers (e.g. Department Manager)	125-200%

Source: Case Study by Jack Phillips Center for Research, ROI Institute and Bloom Consulting, Inc.

# Q1: Costs of Employee Turnover



## How much does it cost the City to replace employees?



## Q2: Frequency of Review



If the City is actively evaluating or experiencing challenges to its current strategy and benefits package, best practice would be to review as needed with a maximum gap in review of three years.

If/when the City is satisfied with its strategy and benefits, holistic reviews should be performed no less than every five years (market check).



# Q3: How We Determined Additional Benefit Value



## How we valued and weighted the City's benefits:

- Those benefits the City has that match up with the median or at market rate response neither enrich nor devalue the net effect that the benefit has on the overall compensation ratio.
- Areas where the City is above the median or leading in the market can count towards the City reaching or exceeding a 100% ratio.
- Areas where the City is below the median or lagging behind the market work to pull the City down below the market. The City's current compensation policy is to stay within 95% of the median and to augment compensation with top-of-the-line benefits.

The number of individuals in a given group, or to which any specific benefit might apply, is also taken into account. For example, the City offers a generous bariatric surgery benefit, to the point that they are in a leading position compared to the market. However, since only a small portion of individuals on the City's plans would be in a position to utilize that benefit, it does not affect the overall net benefit value to the extent that, say, the low employee cost for medical insurance does.



# Q3: What Is the Added Value of Salt Lake City's Benefits?



## The overall value that benefits add to the City's compensation:

We found that Salt Lake City's benefits add the following value (in dollar amount) to overall compensation (compared to the market):

- Compared to other Public Sector organizations: **\$3,152.37**
- Compared to Private Sector organizations: **\$3,568.41**
- For Public Safety compared to Public Sector organizations: **\$4,694.33**
- For Public Safety compared to Private Sector organizations: **\$5,110.37**

## Where value was *most* added/lost:

- The City's medical plans added \$1,909.06 toward the overall value of the benefits package. This was due to the low cost to employees, but was tempered by the City lagging in deductibles and out of pocket maximums.
- The City's LTD offering of 66.67% to SSNRA and the low cost for public safety added \$416.04 annually toward the overall value of benefits for public safety employees.
- The City's STD offering added \$420.00 per year when compared against the private sector.
- The City's longevity pay offering added \$1,050.00 across all groups.
- The City's tuition reimbursement added \$379.10 across all groups.
- The City's EAP added \$180 across all groups.
- The cost of the City's dental plan to employees subtracted \$593.37 from the overall benefits package value across all groups.
- Other benefits, such as HSA contributions, retirement benefits (when compared to the Public Sector), paid holidays and leave, at the median, meaning that they neither added nor subtracted overall value.

# Q3: How Do the City's Benefits Affect Its Comp. Ratio?



## What we looked at:

We examined the net value of benefits compared to salary for three groups: Union groups, Non-Represented groups, and Public Safety.

For Union groups (including Public Safety) and Non-Represented groups, we measured comp. ratio (SLC group compared to the market for public and private sectors) by taking the SLC employee median salary, adding the additional dollar value that we determined the City's benefits package added, and compared it to the market's median salary.

As you review the full data set, you'll see the following:

- SLC employee median salary for each job title
- Number of SLC incumbents in each job title group
- Market salary
- SLC employee median salary with added economic value of benefits compared to the public sector
- SLC employee median salary with added economic value of benefits compared to the private sector

# Q3: How Do the City's Benefits Affect Its Comp. Ratio?



The City's strategy—compensating at 95% of market rate and making up or exceeding the balance with exceptional benefits—functions correctly in most cases.

Our study found that the only cases where the City falls short of meeting at least 100% compensation after benefits have been taken into account occur when the salary offered does not meet the 95% City-to-market salary ratio. The positions for which this is the case are listed below. In the case of the Union employees, the City's strategy is achieved when considering the top out rates.

## UNION EMPLOYEES

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)		W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)		Top Rate (union only)	W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)	
POLICE INTELLIGENCE SPEC.UNION (001539)	\$44,384	4	\$56,785	78%	\$47,537	84%	47,953	85%	\$54,971	\$58,123	102%	\$58,539	103%
PLANS EXAMINER I (002127)	\$55,543	4	\$67,650	82%	\$58,695	87%	59,111	88%	\$70,162	\$73,314	108%	\$73,730	109%
POLICE INFORMATION SPECIALIST (001713)	\$32,248	12	\$38,540	84%	\$35,401	92%	35,817	93%	\$45,275	\$48,427	126%	\$48,843	127%
WATER METER READER II (006326)	\$34,837	7	\$38,335	91%	\$37,989	99%	38,405	100%	\$40,756	\$43,909	115%	\$44,325	116%
CRIME SCENE TECH II UNION (001779)	\$46,474	6	\$50,020	93%	\$49,627	99%	50,043	100%	\$50,113	\$53,265	106%	\$53,681	107%
EVIDENCE TECHNICIAN II (002277)	\$46,930	5	\$50,328	93%	\$50,083	100%	50,499	100%	\$48,076	\$51,228	102%	\$51,644	103%

## NON-REPRESENTED EMPLOYEES

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)		W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)	
GOLF SUPERINTENDENT 18 HOLES	\$61,734	3	\$70,008	88%	\$64,886.37	92%	\$65,302.41	93%
LCSW/MENTAL HEALTH COUNSELOR	\$56,028	1	\$61,705	91%	\$59,180.37	96%	\$59,596.41	97%
REDEVELOPMENT AGENCY PROP MGR	\$67,267	1	\$72,570	93%	\$70,419.37	97%	\$70,835.41	98%
GOLF CLUB PROFESSIONAL (000940)	\$77,792	3	\$83,640	93%	\$80,944.37	97%	\$81,360.41	97%
PROCUREMENT SPECIALIST II (000534)	\$65,146	1	\$69,290	94%	\$68,298.37	98%	\$68,714.41	99%

# Q3: How Do the City's Benefits Affect Its Comp. Ratio?



## Summary—where the City stands:

	Salary Only	Salary + Added Benefits
<b>Union Employees</b> (Non-Public Safety)		
	78% - 135%	Median salary compared to other Public Sector organizations: 84% - 141%
		Median salary compared to Private Sector organizations: 85% - 143%
<b>Non-Represented Employees</b>		
	88% - 125%	Median salary compared to other Public Sector organizations: 92% - 132%
		Median salary compared to Private Sector organizations: 93% - 133%
<b>Public Safety Employees</b>		
	110% - 135%	Median salary compared to other Public Sector organizations: 117% - 141%
		Median salary compared to Private Sector organizations: 119% - 143%



## Our Findings:

In most cases, the City meets or exceeds their policy—most employees earn or exceed 100% of the market rate once additional benefit value is taken into account. For employees whose compensation (salary plus added benefit values) does not meet the 100% threshold, it is not caused by a lack of top-of-the-line benefits, but rather the salary of that position that falls short of the 95% of market target.

Another question to consider is whether or not the City's strategy of setting salaries at 95% of the market rate and using benefits to make up or exceed the difference is the correct strategy to have.

In poor economic times, it is a wise choice to settle in at paying around 95% of market rate in salary and offering exceptional benefits whenever possible to add value. Given the strong state of the economy presently and the strong labor market, the right choice may be to aim for compensating at 100% of the market rate in order to aid in hiring and retaining employees—remember, our analysis finds that employee turnover can account for \$7,751,001 annually.

So long as the City's salaries sit between 95%–100% of the market rate, with the ability to adjust based on general economic and labor factors, the City's current strategy can meet the needs of all of its stakeholders.



# APPENDIX



# City Council Letter Dated February 7, 2019



February 7, 2019

ATTN: Citizens Compensation Advisory Committee (CCAC)  
SLC Human Resources  
PO Box 145464  
Salt Lake City, UT 84114-5464

Dear Citizens Compensation Advisory Committee Members,

Thank you for serving Salt Lake City on this important Committee. Your insight and recommendations are valuable to the Mayor's and Council's annual budget deliberations. We're writing to request that the three topics mentioned below be considered by the CCAC and that the resulting information or recommendations be included in the annual report.

In the Fiscal Year 2019 budget, we funded a public safety compensation survey looking at the salary and benefits for police officers and fire fighters. The survey is conducted every three years. Please include in your annual report multiple scenarios for compensation and potential policy adjustments based on the survey findings. For example, what scenarios does the Committee recommend to put compensation of public safety professionals at market rate? What scenarios might raise compensation just above market rate to reflect hiring competition/retention challenges? What pros/cons does the Committee see to adjusting the City's compensation policy so that sworn public safety employees lead the market?

More broadly, we would appreciate the Committee's insight on balancing the value of and cost of retaining current employees (not just public safety) versus hiring and training new employees. This policy balancing test arose in several Council briefings and discussions over the past year.

The last topic regards the City's long-standing salary practice of identifying 95% – 100% of market rate as the preferred range for setting employee compensation. Should the City's benefits package be holistically reviewed more frequently? Is the benefits package still sufficiently competitive and generous in today's market to warrant the up to 5% of salary reduction from market? We know it is valuable to periodically reevaluate the past tradeoff decision to pay employees less than 100% of market because the benefits package is intentionally top-of-the-line. In recent experience we've noted some departments that regularly interact with the Council have lost employees to outside entities and, in some instances, this appears to be impacting the City's ability to advance City priorities.

CHARLIE LUKE | DISTRICT 6 | COUNCIL CHAIR || JAMES ROGERS | DISTRICT 1 | COUNCIL VICE CHAIR ||  
ANDREW JOHNSTON | DISTRICT 2 || CHRIS WHARTON | DISTRICT 3 || ANA VALDEMOROS | DISTRICT 4  
ERIN MENDENHALL | DISTRICT 5 || AMY FOWLER | DISTRICT 7

OFFICE OF THE CITY COUNCIL  
451 SOUTH STATE STREET, ROOM 304  
P.O. BOX 145476, SALT LAKE CITY, UTAH 84114-5476

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CCAC/page 2

Each of these three topics is significant to our annual compensation budget decisions. If you identify areas for further study, opportunities to improve compensation data or pertinent information that would be helpful and is not currently available, please also incorporate those suggestions into your annual report.

We look forward to your annual report and briefing in March and are grateful for your professional expertise.

Sincerely,

Charlie Luke  
Chair, Salt Lake City Council

CL/bl

CC:  
Mayor Jackie Biskupski  
City Council Members  
Patrick Leary, Chief of Staff  
David Litvack, Deputy Chief of Staff  
Julio Garcia, HR Director  
Mary Beth Thompson, Chief Financial Officer  
Mike Brown, Police Chief  
Karl Lieb, Fire Chief  
Cindy Gust-Jenson, City Council Office Executive Director  
Jennifer Bruno, City Council Office Deputy Director

# 2018-19 Salt Lake City Union Employees (Non-Represented)

## Total Annual Turnover & Replacement Cost

	Average Annual Salaries	Cost to Replace @75% of Salary	Annual Loss of Talent@5.95% Turnover (People)	Total Annual Turnover & Replacement Cost
Non-Represented	\$ 73,327	\$54,995	66	\$3,629,666

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents
LCSW/MENTAL HEALTH COUNSELOR	\$56,028	2
GOLF SUPERINTENDENT 18 HOLES	\$61,734	3
REDEVELOPMENT AGENCY PROP MGR	\$67,267	1
GOLF CLUB PROFESSIONAL (000940)	\$77,792	5
PROCUREMENT SPECIALIST II (000534)	\$65,146	1
OFFICE FACILITATOR II NON UNIO	\$49,136	24
ENGINEER IV (002198)	\$78,945	8
EMPLOYEE TRAINING & DEVELOPMEN	\$59,129	1
EMPLOYEE MARKETING & COMM	\$58,832	1
BENEFITS ANALYST (002121)	\$64,677	2
EEO/ADA SPECIALIST (002299)	\$73,026	1
JUSTICE COURT JUDGE (001601)	\$123,689	5
SOCIAL SERVICE WORKER (001921)	\$49,380	4
HR RECRUITER (002297)	\$62,100	1
VICTIM ADVOCATE (001765)	\$50,834	3
SENIOR CITY ATTORNEY (002319)	\$137,437	12
NETWORK SYSTEMS ENGINEER II (001394)	\$82,912	7
SOFTWARE SUPPORT ADMIN II (001729)	\$80,918	5
PARALEGAL (002201)	\$58,143	6
GIS SPECIALIST (000781)	\$62,544	3
FINANCIAL ANALYST III (001670)	\$78,351	4
HRIS ANALYST (002155)	\$84,355	1
CIVIC ENGAGEMENT PROGRAM SPEC.	\$56,435	2
REAL PROPERTY AGENT (000370)	\$66,735	2
SR. HR CONSULTANT (001834)	\$75,466	4
PRINCIPAL PLANNER (001733)	\$67,764	9
POLICE CAPTAIN (000851)	\$108,987	8
POLICE LIEUTENANT (000849)	\$96,363	19
SOFTWARE ENGINEER III (002145)	\$93,244	2
SAFETY PROGRAM MGR (002286)	\$87,707	2
TECH SYSTEM ANALYST III (002203)	\$72,092	1
VIDEO PRODUCTION MGR (002217)	\$85,968	1
POLICE SERGEANT (007008)	\$81,872	53
CITY PAYROLL ADMINISTRATOR (001945)	\$60,020	2
ACCOUNTANT III (001666)	\$71,997	10
LEGAL SECRETARY III (003136)	\$54,812	2
GRAPH DESIGN SPECIALIST (002103)	\$59,914	1
BATTALION CHIEF (008030)	\$106,547	12
PROG COOR ARTS COUNCIL (001799)	\$62,100	1
COLLECTIONS OFFICER (001376)	\$47,046	4
AUDITOR III (001684)	\$88,514	1
CLAIMS SPECIALIST (002240)	\$53,761	1

Average Salary\$73,3271109

Total Salaries\$81,319,190.95

# 2018-19 Salt Lake City Union Employees (Non-Public Safety)

## Total Annual Turnover & Replacement Cost

	Average Annual Salaries	Cost to Replace @75% of Salary	Annual Loss of Talent@7.25% Turnover (People)	Total Annual Turnover & Replacement Cost
Union (Non-Public Safety)	\$50,532	\$37,899	80	\$3,031,935

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents
PLANS EXAMINER I (002127)	\$55,543	4
AIR OPER SPECIALIST AIR UNION (001514)	\$63,627	20
WATER METER READER II (006326)	\$34,837	7
CRIME SCENE TECH II UNION (001779)	\$46,474	6
EVIDENCE TECHNICIAN II (002277)	\$46,930	5
LABORATORY CHEMIST UNION (001806)	\$63,627	1
AIRFIELD MAINT ELECTRICIAN IV (002311)	\$66,830	13
WATER METER TECHNICIAN II (000997)	\$48,648	1
FORENSIC SCIENTIST I (001973)	\$54,770	2
BUSINESS LICENSING PROCESS II (001964)	\$49,582	4
PARKS GROUNDSKEEPER (001813)	\$30,138	10
ACCESS CONTROL SPECIALIST (002340)	\$40,607	3
MAINT. ELECTRICIAN IV (000168)	\$60,041	10
CIVIL ENFORCEMENT OFFICER I (001893)	\$45,975	4
BUILDING EQUIP. OP. II (006071)	\$50,197	8
ENGINEERING TECH IV UNION (000829)	\$60,593	11
FLEET MECHANIC (001952)	\$54,843	40
ARBORIST II (001375)	\$47,895	2
SENIOR SECRETARY (003030)	\$41,520	2
HVAC TEC. II (006050)	\$58,175	9
WATER PLANT OPERATOR II (000966)	\$58,175	21
POLICE INTELLIGENCE SPEC.UNION	\$44,384	4
POLICE INFORMATION SPECIALIST (001713)	\$32,248	12
PUBLIC SAFETY DISPATCHER II (000161)	\$49,582	50
ASPHALT EQUIP OPERATOR II (000909)	\$50,197	25
GENERAL MAINT. WORKER III (006140)	\$44,532	3
PLUMBER II (000854)	\$56,519	3
WASTE & RECYCLING EQUIP OP II (002347)	\$50,197	1
WRF OP II (002134)	\$54,843	10
METAL FABRICATION TECHNICIAN (001925)	\$60,041	5
BUILDING INSPECTOR III (001967)	\$73,683	11
SR UTILITIES REP CUST SVC (000199)	\$48,500	6
CARPENTER II (001349)	\$53,189	7
WATER SYSTEM MAINTENANCE OP II	\$51,640	15
PAINTER II (001347)	\$53,189	6
CITY PAYMENTS PROCESSOR (000263)	\$38,210	4
CUSTODIAN II (006090)	\$35,091	2
WAREHSE SUP WORKER-AIRPORT (002022)	\$43,461	2
JUDICIAL ASSISTANT II (002084)	\$53,464	8
CONCRETE FINISHER (001852)	\$54,843	10
OFFICE TECHNICIAN II (001191)	\$44,978	16

Average Salary  
Total Salaries

\$50,532  
\$55,737,075.25

1,103

# 2018-19 Salt Lake City Union Employees (Public Safety Only)

## Total Annual Turnover & Replacement Cost

	Average Annual Salaries	Cost to Replace @75% of Salary	Annual Loss of Talent@2.67% Turnover (People)	Total Annual Turnover & Replacement Cost
Public Safety	\$72,627	\$54,470	20	\$1,089,400

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents
FIRE CAPTAIN (008040)	\$89,341	75
FIREFIGHTER (001480)	\$49,455	43
FIREFIGHTER ENGINEER (001485)	\$74,107	56
POLICE OFFICER (001489)	\$70,225	382
FIREFIGHTER/PARAMEDIC (001481)	\$80,006	79

Average Salary	<u>\$72,627</u>	<u>748</u>
Total Salaries	\$54,324,735.70	

2018-19 Salt Lake City Additional Benefits Pay Comparison for Non-Represented Benchmark Jobs

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)		W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)	
GOLF SUPERINTENDENT 18 HOLES	\$61,734	3	\$70,008	88%	\$64,886.37	92%	\$65,302.41	93%
LCSW/MENTAL HEALTH COUNSELOR	\$56,028	1	\$61,705	91%	\$59,180.37	96%	\$59,596.41	97%
REDEVELOPMENT AGENCY PROP MGR	\$67,267	1	\$72,570	93%	\$70,419.37	97%	\$70,835.41	98%
GOLF CLUB PROFESSIONAL (000940)	\$77,792	3	\$83,640	93%	\$80,944.37	97%	\$81,360.41	97%
PROCUREMENT SPECIALIST II (000534)	\$65,146	1	\$69,290	94%	\$68,298.37	98%	\$68,714.41	99%
OFFICE FACILITATOR II NON UNIO (001232)	\$49,136	24	\$51,865	95%	\$52,288.83	101%	\$52,704.87	102%
ENGINEER IV (002198)	\$78,945	8	\$82,820	95%	\$82,097.31	99%	\$82,513.35	100%
EMPLOYEE TRAINING & DEVELOPMEN	\$59,129	1	\$62,013	95%	\$62,281.77	100%	\$62,697.81	101%
EMPLOYEE MARKETING & COMM (002225)	\$58,832	1	\$61,500	96%	\$61,983.93	101%	\$62,399.97	101%
BENEFITS ANALYST (002121)	\$64,677	2	\$66,933	97%	\$67,829.55	101%	\$68,245.59	102%
EEO/ADA SPECIALIST (002299)	\$73,026	1	\$74,928	97%	\$76,178.25	102%	\$76,594.29	102%
JUSTICE COURT JUDGE (001601)	\$123,689	5	\$126,383	98%	\$126,841.65	100%	\$127,257.69	101%
SOCIAL SERVICE WORKER (001921)	\$49,380	4	\$50,430	98%	\$52,532.61	104%	\$52,948.65	105%
HR RECRUITER (002297)	\$62,100	1	\$63,345	98%	\$65,252.01	103%	\$65,668.05	104%
VICTIM ADVOCATE (001765)	\$50,834	3	\$51,558	99%	\$53,986.11	105%	\$54,402.15	106%
SENIOR CITY ATTORNEY (002319)	\$137,437	12	\$138,990	99%	\$140,589.21	101%	\$141,005.25	101%
NETWORK SYSTEMS ENGINEER II (001394)	\$82,912	7	\$83,743	99%	\$86,064.09	103%	\$86,480.13	103%
SOFTWARE SUPPORT ADMIN II (001729)	\$80,918	5	\$81,488	99%	\$84,069.99	103%	\$84,486.03	104%
PARALEGAL (002201)	\$58,143	6	\$58,528	99%	\$61,295.43	105%	\$61,711.47	105%
GIS SPECIALIST (000781)	\$62,544	3	\$62,833	100%	\$65,696.73	105%	\$66,112.77	105%
FINANCIAL ANALYST III (001670)	\$78,351	4	\$78,515	100%	\$81,503.67	104%	\$81,919.71	104%
HRIS ANALYST (002155)	\$84,355	1	\$84,460	100%	\$87,507.39	104%	\$87,923.43	104%
CIVIC ENGAGEMENT PROGRAM SPEC.	\$56,435	2	\$56,170	100%	\$59,586.93	106%	\$60,002.97	107%
REAL PROPERTY AGENT (000370)	\$66,735	2	\$66,113	101%	\$69,886.89	106%	\$70,302.93	106%
SR. HR CONSULTANT (001834)	\$75,466	4	\$74,620	101%	\$78,618.09	105%	\$79,034.13	106%
PRINCIPAL PLANNER (001733)	\$67,764	9	\$66,625	102%	\$70,916.07	106%	\$71,332.11	107%
POLICE CAPTAIN (000851)	\$108,987	8	\$106,395	102%	\$113,681.33	107%	\$114,097.37	107%
POLICE LIEUTENANT (000849)	\$96,363	19	\$92,763	104%	\$99,931.89	108%	\$101,473.85	109%
SOFTWARE ENGINEER III (002145)	\$93,244	2	\$89,688	104%	\$96,396.69	107%	\$96,812.73	108%
SAFETY PROGRAM MGR (002286)	\$87,707	2	\$84,358	104%	\$90,859.11	108%	\$91,275.15	108%
TECH SYSTEM ANALYST III (002203)	\$72,092	1	\$68,368	105%	\$75,243.93	110%	\$75,659.97	111%
VIDEO PRODUCTION MGR (002217)	\$85,968	1	\$80,975	106%	\$89,120.01	110%	\$89,536.05	111%
POLICE SERGEANT (007008)	\$81,872	53	\$76,363	107%	\$86,566.67	113%	\$86,982.71	114%
CITY PAYROLL ADMINISTRATOR (001945)	\$60,020	2	\$55,863	107%	\$63,172.23	113%	\$63,588.27	114%
ACCOUNTANT III (001666)	\$71,997	10	\$65,703	110%	\$75,149.07	114%	\$75,565.11	115%
LEGAL SECRETARY III (003136)	\$54,812	2	\$49,405	111%	\$57,964.11	117%	\$58,380.15	118%
GRAPH DESIGN SPECIALIST (002103)	\$59,914	1	\$52,890	113%	\$63,066.15	119%	\$63,482.19	120%
BATTALION CHIEF (008030)	\$106,547	12	\$93,275	114%	\$111,241.49	119%	\$111,657.53	120%
PROG COOR ARTS COUNCIL (001799)	\$62,100	1	\$53,813	115%	\$65,252.01	121%	\$65,668.05	122%
COLLECTIONS OFFICER (001376)	\$47,046	4	\$40,283	117%	\$50,198.85	125%	\$50,614.89	126%
AUDITOR III (001684)	\$88,514	1	\$71,955	123%	\$91,665.93	127%	\$92,081.97	128%
CLAIMS SPECIALIST (002240)	\$53,761	1	\$43,153	125%	\$56,913.51	132%	\$57,329.55	133%

Non-Public Safety	
Public Sector Benefits Additional Annual Economic Value	Private Sector Benefits Additional Annual Economic Value
\$3,152	\$3,568

Public Safety	
Public Sector Benefits Additional Annual Economic Value	Private Sector Benefits Additional Annual Economic Value
\$4,694	\$5,110

2018-19 SLC Local Market Additional Benefits Pay Comparison for Union Benchmark Jobs

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)		W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)		Top Rate (union only)	W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)	
POLICE INTELLIGENCE SPEC.UNION	\$44,384	4	\$56,785	78%	\$47,537	84%	47,953	85%	\$54,971	\$58,123	102%	\$58,539	103%
PLANS EXAMINER I (002127)	\$55,543	4	\$67,650	82%	\$58,695	87%	59,111	88%	\$70,162	\$73,314	108%	\$73,730	109%
POLICE INFORMATION SPECIALIST	\$32,248	12	\$38,540	84%	\$35,401	92%	35,817	93%	\$45,275	\$48,427	126%	\$48,843	127%
WATER METER READER II (006326)	\$34,837	7	\$38,335	91%	\$37,989	99%	38,405	100%	\$40,756	\$43,909	115%	\$44,325	116%
CRIME SCENE TECH II UNION (001779)	\$46,474	6	\$50,020	93%	\$49,627	99%	50,043	100%	\$50,113	\$53,265	106%	\$53,681	107%
EVIDENCE TECHNICIAN II (002277)	\$46,930	5	\$50,328	93%	\$50,083	100%	50,499	100%	\$48,076	\$51,228	102%	\$51,644	103%
LABORATORY CHEMIST UNION (001806)	\$63,627	1	\$66,933	95%	\$66,779	100%	67,195	100%	\$63,627	\$66,779	100%	\$67,195	100%
PARKS GROUNDSKEEPER (001813)	\$30,138	10	\$31,570	95%	\$33,290	105%	33,706	107%	\$37,362	\$40,514	128%	\$40,930	130%
WATER METER TECHNICIAN II (000997)	\$48,648	1	\$50,328	97%	\$51,800	103%	52,216	104%	\$48,648	\$51,800	103%	\$52,216	104%
AIRFIELD MAINT ELECTRICIAN IV (002311)	\$66,830	13	\$69,085	97%	\$69,983	101%	70,399	102%	\$66,830	\$69,983	101%	\$70,399	102%
AIR OPER SPECIALIST AIR UNION (001514)	\$63,627	20	\$65,088	98%	\$66,779	103%	67,195	103%	\$63,327	\$66,479	102%	\$66,895	103%
BUSINESS LICENSING PROCESS II (001964)	\$49,582	4	\$50,328	99%	\$52,735	105%	53,151	106%	\$53,464	\$56,617	112%	\$57,033	113%
ACCESS CONTROL SPECIALIST (002340)	\$40,607	3	\$41,205	99%	\$43,760	106%	44,176	107%	\$48,500	\$51,652	125%	\$52,068	126%
FORENSIC SCIENTIST I (001973)	\$54,770	2	\$55,453	99%	\$57,922	104%	58,338	105%	\$60,593	\$63,745	115%	\$64,162	116%
CIVIL ENFORCEMENT OFFICER I (001893)	\$45,975	4	\$45,818	100%	\$49,128	107%	49,544	108%	\$55,289	\$58,441	128%	\$58,858	128%
MAINT. ELECTRICIAN IV (000168)	\$60,041	10	\$59,245	101%	\$63,194	107%	63,610	107%	\$60,041	\$63,194	107%	\$63,610	107%
BUILDING EQUIP. OP. II (006071)	\$50,197	8	\$49,405	102%	\$53,350	108%	53,766	109%	\$50,197	\$53,350	108%	\$53,766	109%
SENIOR SECRETARY (003030)	\$41,520	2	\$40,180	103%	\$44,672	111%	45,089	112%	\$48,500	\$51,652	129%	\$52,068	130%
ENGINEERING TECH IV UNION (000829)	\$60,593	11	\$58,425	104%	\$63,745	109%	64,162	110%	\$60,593	\$63,745	109%	\$64,162	110%
FLEET MECHANIC (001952)	\$54,843	40	\$52,788	104%	\$57,996	110%	58,412	111%	\$54,843	\$57,996	110%	\$58,412	111%
ARBORIST II (001375)	\$47,895	2	\$46,023	104%	\$51,047	111%	51,464	112%	\$51,640	\$54,792	119%	\$55,208	120%
GENERAL MAINT. WORKER III (006140)	\$44,532	3	\$42,128	106%	\$47,685	113%	48,101	114%	\$50,197	\$53,350	127%	\$53,766	128%
ASPHALT EQUIP OPERATOR II (000909)	\$50,197	25	\$47,150	106%	\$53,350	113%	53,766	114%	\$50,197	\$53,350	113%	\$53,766	114%
HVAC TEC. II (006050)	\$58,175	9	\$54,530	107%	\$61,327	112%	61,743	113%	\$58,175	\$61,327	112%	\$61,743	113%
WATER PLANT OPERATOR II (000966)	\$58,175	21	\$54,428	107%	\$61,327	113%	61,743	113%	\$58,175	\$61,327	113%	\$61,743	113%
WASTE & RECYCLING EQUIP OP II (002347)	\$50,197	1	\$46,945	107%	\$53,350	114%	53,766	115%	\$50,197	\$53,350	114%	\$53,766	115%
PLUMBER II (000854)	\$56,519	3	\$52,685	107%	\$59,672	113%	60,088	114%	\$56,519	\$59,672	113%	\$60,088	114%
WRF OP II (002134)	\$54,843	10	\$50,430	109%	\$57,996	115%	58,412	116%	\$54,843	\$57,996	115%	\$58,412	116%
FIREFIGHTER (001480)	\$49,455	43	\$45,100	110%	\$49,455	110%	49,455	110%	\$69,270	\$69,270	154%	\$69,270	154%
METAL FABRICATION TECHNICIAN	\$60,041	5	\$54,735	110%	\$63,194	115%	63,610	116%	\$60,041	\$63,194	115%	\$63,610	116%
FIRE CAPTAIN (008040)	\$89,341	75	\$79,335	113%	\$89,341	113%	89,341	113%	\$90,677	\$90,677	114%	\$90,677	114%
SR UTILITIES REP CUST SVC (000199)	\$48,500	6	\$43,050	113%	\$51,652	120%	52,068	121%	\$50,261	\$53,413	124%	\$53,829	125%
BUILDING INSPECTOR III (001967)	\$73,683	11	\$64,985	113%	\$76,835	118%	77,251	119%	\$73,683	\$73,683	113%	\$77,251	119%
FIREFIGHTER ENGINEER (001485)	\$74,107	56	\$65,190	114%	\$74,107	114%	74,107	114%	\$74,107	\$74,107	114%	\$74,107	114%
CARPENTER II (001349)	\$53,189	7	\$46,535	114%	\$56,341	121%	56,757	122%	\$53,189	\$56,341	121%	\$56,757	122%
PUBLIC SAFETY DISPATCHER II (000161)	\$49,582	50	\$43,255	115%	\$52,735	122%	53,151	123%	\$53,464	\$53,464	124%	\$53,464	124%
WATER SYSTEM MAINTENANCE OP II	\$51,640	15	\$44,690	116%	\$54,792	123%	55,208	124%	\$51,640	\$51,640	116%	\$55,208	124%
CUSTODIAN II (006090)	\$35,091	2	\$30,135	116%	\$38,243	127%	38,659	128%	\$35,091	\$35,091	116%	\$38,659	128%
CITY PAYMENTS PROCESSOR (000263)	\$38,210	4	\$32,800	116%	\$41,363	126%	41,779	127%	\$50,261	\$50,261	153%	\$53,829	164%
PAINTER II (001347)	\$53,189	6	\$45,408	117%	\$56,341	124%	56,757	125%	\$53,189	\$53,189	117%	\$56,757	125%
WAREHOUSE SUP WORKER-AIRPORT	\$43,461	2	\$35,978	121%	\$46,614	130%	47,030	131%	\$46,866	\$46,866	130%	\$50,434	140%
JUDICIAL ASSISTANT II (002084)	\$53,464	8	\$42,743	125%	\$56,617	132%	57,033	133%	\$53,464	\$53,464	125%	\$57,033	133%
POLICE OFFICER (001489)	\$70,225	382	\$55,350	127%	\$70,225	127%	70,225	127%	\$70,225	\$70,225	127%	\$70,225	127%
CONCRETE FINISHER (001852)	\$54,843	10	\$41,820	131%	\$57,996	139%	58,412	140%	\$54,843	\$57,996	139%	\$58,412	140%
OFFICE TECHNICIAN II (001191)	\$44,978	16	\$34,030	132%	\$48,130	141%	48,546	143%	\$48,500	\$48,500	143%	\$52,068	153%
FIREFIGHTER/PARAMEDIC (001481)	\$80,006	79	\$59,348	135%	\$80,006	135%	80,006	135%	\$80,006	\$80,006	135%	\$80,006	135%

Non-Public Safety	
Public Sector Benefits Additional Annual Economic Value	Private Sector Benefits Additional Annual Economic Value
\$3,152	\$3,568

\* Use Topout





# Salt Lake City Government 2019 Employee Benefit Study Benefit Analysis Above Market

SLC Employees	Employee Benefit	Potential Annual Economic Value	Additional Material Factor(s)	Normalized if Applicable	Public Sector Additional Annual Economic Value	Private Sector Additional Annual Economic Value	Public Safety Additional Annual Economic Value	Public Safety Additional Annual Economic Value
628 573 1507 2708	<u>Medical Premium</u>							
	Individual	252.36	lead deductible, lag OOPM	\$ 257.03	257.03	257.03	257.03	257.03
	Two Party	2,850.84	lag Deductible, lag OOPM	\$ 2,627.05	2,627.05	2,627.05	2,627.05	2,627.05
	Family	2,522.52	lag Deductible, lag OOPM	\$ 2,324.50	2,324.50	2,324.50	2,324.50	2,324.50
	Composite				<b>1,909.06</b>	<b>1,909.06</b>	<b>1,909.06</b>	<b>1,909.06</b>
	ER H.S.A. Contribution	1.00	Median		-	-	-	-
	Bariatric Surgery	35,000.00	leads, but benefits small # of Employees	\$ 2.58	<b>2.58</b>	<b>2.58</b>	<b>2.58</b>	<b>2.58</b>
	<u>Retirement</u>							
	Public Sector	1.00	Median Public Sector		-	-	-	-
	Private Sector	1,379.62	Private Sector	\$ 1,121.96	-	<b>1,121.96</b>	-	<b>1,121.96</b>
	STD	1.00			-	<b>420.00</b>	-	<b>420.00</b>
	LTD	107,304.00	66.67% vs 60%, to SSNRA	\$ 416.04			<b>416.04</b>	<b>416.04</b>
	Near Site Clinic	2,700.00	average office visit savings \$75		<b>225.00</b>	<b>225.00</b>	<b>225.00</b>	<b>225.00</b>
	Tuition Reimbursement	1,115.00	lead	\$ 379.10	<b>379.10</b>	<b>379.10</b>	<b>379.10</b>	<b>379.10</b>
	Longevity Pay	1,050.00	lead		<b>1,050.00</b>	<b>1,050.00</b>	<b>1,050.00</b>	<b>1,050.00</b>
616 517 1285 2418	Holidays	1.00	Median	-	-	-	-	-
	Leave	1.00	Median, slightly less at 10 years	-	-	-	-	-
	<u>Dental</u>							
	Individual	-274.32	Benefits at Median		(274.32)	(274.32)	(274.32)	(274.32)
	Two Party	-591.36			(591.36)	(591.36)	(591.36)	(591.36)
	Family	-747.12			(747.12)	(747.12)	(747.12)	(747.12)
	Composite				<b>(593.37)</b>	<b>(593.37)</b>	<b>(593.37)</b>	<b>(593.37)</b>
	EAP	180.00		-	<b>180.00</b>	<b>180.00</b>	<b>180.00</b>	<b>180.00</b>
Total					\$ 3,152.37	\$ 4,694.33	\$ 3,568.41	\$ 5,110.37



## APPENDIX E: 2020 Pay Equity Review

Rates of pay for employees in union-represented jobs are based solely on individual incumbent time in position; therefore, everyone (regardless of gender) in the same job title and relative time in position receives the same pay rate.

Pay rates for employees in non-union jobs are based on consideration of current job market rates and a relative pay comparison with current incumbents in the same job title.

There are 15 non-represented city jobs where the male incumbent pay lags female incumbent pay by more than 5%.

*There are a total of 15 city jobs in which female incumbents earn less than their male counterparts.*

Job Title	Average Hourly Female Pay Rate	# Females	Average Hourly Male Pay Rate	# Males	% Difference
ASSOCIATE DIRECTOR YOUTH CITY	34.29	1	38.74	1	-12.98%
HUMAN RESOURCE PROGRAM MGR. II	48.81	1	53.83	1	-10.28%
AIRPORT SAFETY COORDINATOR	31.36	1	34.56	2	-10.19%
DEPUTY RECORDER	25.84	1	28.40	1	-9.91%
CONTRACT DEV. SPEC	24.24	1	26.56	1	-9.57%
BUSINESS SYSTEMS ANALYST II	34.13	1	36.81	3	-7.85%
ED PROJECT COORDINATOR	27.27	1	29.25	1	-7.26%
SOCIAL SERVICE WORKER	22.18	2	23.78	3	-7.21%
GEO INFO SYSTEMS (GIS) COORD	36.14	1	38.64	1	-6.92%
DEVELOPMENT REVIEW SUPERVISOR	38.15	1	40.56	1	-6.32%
SENIOR PLANNER	35.21	3	37.42	4	-6.27%
GIS PROGRAMMER ANALYST	32.06	2	33.94	3	-5.85%
NET SUP ADM I	27.11	1	28.68	7	-5.78%
ECONOMIC DEVELOPMENT MGR	38.24	1	40.36	1	-5.54%
PRINCIPAL PLANNER	31.70	6	33.32	2	-5.12%

There are 16 *non-represented* city jobs where female incumbents' pay lags male incumbents' pay by more than 5%.

*There are a total of 16 city jobs in which female incumbents earn equal or greater pay than their male counterparts.*

Job Title	Average Hourly Female Pay Rate	# Females	Average Hourly Male Pay Rate	# Males	% Difference
SENIOR ARCHITECT	49.95	1	41.84	1	16.24%
WRF LEAD OPERATOR	31.37	1	26.53	4	15.42%
FINANCIAL ANALYST III	38.25	2	33.26	3	13.05%
HR ADMIN ONBOARD SPECIALIST	28.22	1	24.55	1	13.00%
BENEFITS ANALYST	31.74	1	27.65	1	12.89%
GRAPH DESIGN SPECIALIST	28.80	1	25.17	1	12.60%
AIRPORT PROPERTY SPECIALIST II	39.48	1	34.66	1	12.21%
COUNCIL ADMIN ASSISTANT	26.62	3	24.25	1	8.89%
CONSTITUENT LIAISON	28.86	1	26.32	1	8.80%
FINANCIAL ANALYST I	24.58	3	22.54	2	8.32%
NET SUP ADM III	36.96	1	33.91	12	8.24%
PUB POLICY ANALYST II	42.21	1	38.94	2	7.76%
LANDSCAPE ARCHITECT III	38.37	1	35.51	1	7.45%
COMMUNITY DEV GRANT ADMIN	33.01	1	30.87	2	6.48%
ACCOUNTANT IV	34.41	1	32.51	1	5.52%
MULTIMEDIA PRODUC. SPEC. II	36.33	1	34.48	3	5.10%



February 7, 2019

ATTN: Citizens Compensation Advisory Committee (CCAC)  
SLC Human Resources  
PO Box 145464  
Salt Lake City, UT 84114-5464

Dear Citizens Compensation Advisory Committee Members,

Thank you for serving Salt Lake City on this important Committee. Your insight and recommendations are valuable to the Mayor's and Council's annual budget deliberations. We're writing to request that the three topics mentioned below be considered by the CCAC and that the resulting information or recommendations be included in the annual report.

In the Fiscal Year 2019 budget, we funded a public safety compensation survey looking at the salary and benefits for police officers and fire fighters. The survey is conducted every three years. Please include in your annual report multiple scenarios for compensation and potential policy adjustments based on the survey findings. For example, what scenarios does the Committee recommend to put compensation of public safety professionals at market rate? What scenarios might raise compensation just above market rate to reflect hiring competition/retention challenges? What pros/cons does the Committee see to adjusting the City's compensation policy so that sworn public safety employees lead the market?

More broadly, we would appreciate the Committee's insight on balancing the value of and cost of retaining current employees (not just public safety) versus hiring and training new employees. This policy balancing test arose in several Council briefings and discussions over the past year.

The last topic regards the City's long-standing salary practice of identifying 95% – 100% of market rate as the preferred range for setting employee compensation. Should the City's benefits package be holistically reviewed more frequently? Is the benefits package still sufficiently competitive and generous in today's market to warrant the up to 5% of salary reduction from market? We know it is valuable to periodically reevaluate the past tradeoff decision to pay employees less than 100% of market because the benefits package is intentionally top-of-the-line. In recent experience we've noted some departments that regularly interact with the Council have lost employees to outside entities and, in some instances, this appears to be impacting the City's ability to advance City priorities.

CHARLIE LUKE| DISTRICT 6 | COUNCIL CHAIR || JAMES ROGERS | DISTRICT 1 | COUNCIL VICE CHAIR ||  
ANDREW JOHNSTON| DISTRICT 2 || CHRIS WHARTON | DISTRICT 3 | ANA VALDEMOROS| DISTRICT 4  
ERIN MENDENHALL | DISTRICT 5 || AMY FOWLER | DISTRICT 7

Each of these three topics is significant to our annual compensation budget decisions. If you identify areas for further study, opportunities to improve compensation data or pertinent information that would be helpful and is not currently available, please also incorporate those suggestions into your annual report.

We look forward to your annual report and briefing in March and are grateful for your professional expertise.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Charlie Luke', with a stylized, flowing script.

Charlie Luke  
Chair, Salt Lake City Council

CL/bl

CC:

Mayor Jackie Biskupski  
City Council Members  
Patrick Leary, Chief of Staff  
David Litvack, Deputy Chief of Staff  
Julio Garcia, HR Director  
Mary Beth Thompson, Chief Financial Officer  
Mike Brown, Police Chief  
Karl Lieb, Fire Chief  
Cindy Gust-Jenson, City Council Office Executive Director  
Jennifer Bruno, City Council Office Deputy Director

## APPENDIX G – Articles on workplace culture

In order to identify specifically why employees are leaving, the City needs to understand that many factors besides pay contribute to an employee choosing to leave. As noted in the following articles, employers can avoid the high costs of turnover through better retention.

### Article #1 - "How to Reduce Employee Turnover Through Robust Retention Strategies"

SHRM.org

By Mark Tarallo  
September 17, 2018

*SHRM has partnered with [Security Management magazine](#) to bring you relevant articles on key HR topics and strategies.*

Roughly 42 million U.S. employees, or more than one in four workers, will leave their jobs this year to go work for another company, according to the recently released *2018 Retention Report: Truth and Trends in Turnover*.

It doesn't have to be this way. **"More than three in four employees (77 percent) who quit could have been retained by employers,"** write the authors of the study, which was conducted by the Tennessee-based Work Institute using data from more than 234,000 exit interviews.

Turnover trends such as these are compelling many companies and managers to up their games when it comes to their employee retention strategies. And through better retention, these firms are hoping to avoid the high costs of turnover. For example, the report finds that U.S. employers will pay \$600 billion in turnover costs in 2018. Companies can expect that annual cost to increase to \$680 billion by 2020, according to the study.

But achieving success in retaining talent can be challenging for another reason: The current labor market, which by historic standards is in a very tight, low-unemployment phase. The U.S. Labor Department announced this summer that, for the first time on record, **jobs outnumbered job seekers**.

That development is a "really alarming" one for organizations who are trying to retain talent, says Gabriel Stavsky, a talent management consultant with Retensa Employee Retention Strategies. "Think about the implications of that. Employees will have that upper hand," Stavsky says.

#### Why do employees leave?

**According to the *Retention Report*, the three top specific reasons for employees to leave jobs in 2018 were career development (21 percent), work-life balance (13 percent), and manager behavior (11 percent). Experts say these reasons all fall under one broad umbrella of why employees leave companies: Their employer is not meeting their expectations and needs.**

Armed with this knowledge, managers can strengthen their retention strategies and efforts and retain more employees by focusing more on the needs and expectations of the workers. Some best practice guidance on how to do this follows.

#### Retention Starts Early

Most experts agree that retention efforts should start on day one, and this makes the **onboarding process** crucial to retention success—and, sometimes, a predictor as to whether the employee will be short-term or long-term. Yet only 12 percent of U.S. employees strongly agree that their company does a good job of onboarding new employees, according to a Gallup poll released last year.

Successful onboarding should accomplish three things, according to Gallup workplace consultant Robert Gabsa: employees learn what makes the company unique, employees learn exactly how their jobs help fulfill the company's mission, and employees experience the mission and values of the company. "Employees yearn to feel connected to their roles, colleagues, managers and companies," writes Gabsa in a recent article for Gallup.com. "By creating better experiences in the onboarding phase, companies can build these emotional connections early in the employee journey."

Given this, the onboarding process should be a two-way one, says Amy Hirsh Robinson, a principal with Interchange Consulting Group who discussed retention strategies recently in a presentation at the SHRM 2018 Annual Conference. Managers should communicate the company's story and accomplishments to new employees, but they should also focus on the new employee by communicating how his or her skill sets and work accomplishments will help the firm.



But this is where many firms fall down, says Robinson, who has worked with large companies on onboarding issues and observed a common trend in those assignments. Companies are often good at telling their own story, but a continual focus on the company makes the employee feel left out—especially younger workers who want to be recognized. "None of the companies focused on the new employee as an individual," she says. "It was falling flat, especially on the Millennials."

So, Robinson recommends a different approach: early in the onboarding process, managers should sit down with new employees and discuss their background and previous experiences, and how those may fit in to their current job and the organization's mission. "Companies need to connect the employee to the organization's mission or purpose and demonstrate how that employee personally impacts the brand or customer experience," Gabsa writes. "Feeling like your job matters is an underrated aspect of performance."

Some firms that pride themselves on best practice onboarding will even have managers sit down with the employee and draft a sample career path, based on the employee's future goals. "The employees are so appreciative," Robinson says. And managers can supplement this career path exercise by relating examples of former employees who held the same position as the new employee and went on to have a successful career, she adds.

Robinson also advises managers to give new employees meaningful work as early as possible; this shows trust in their abilities and engages them from the start. And managers should not simply rely on organizational charts to explain work flow and reporting structures. Instead, they should try to explain the unwritten rules and process quirks regarding how things work.

On a more granular level, managers should make the effort to ensure that common onboarding pitfalls are avoided, Robinson says. Orientation sessions should not be overloaded with detailed policy information. She cited one company that held a four-hour orientation session that consisted almost exclusively of policy and benefit information discussed in excruciating detail. "It felt so penalizing to the new employees," she says. Instead, companies should try to communicate policy details through online or printed materials and focus on overviews during in-person meetings.

Another common pitfall is not having a clean workstation ready for the employee on the first day, Robinson says. "It happens all the time," she says. Finally, managers should not assume that what worked for them when they were hired will work for all new employees. Some new employees prefer a more hands-off "sink-or-swim" approach, while others like to be more actively guided, so managers should tailor their approaches to whichever style will work best for the employee.

### **Culture, Connection, Contribution**

Let's say that a new employee emerges from a successful onboarding process and continues to work for the organization. Company leaders and managers should continue to focus on the employee's needs and expectations to maximize the firm's chances of retaining the employee.

However, these needs and expectations change across the lifecycle of the employee, Stavsky says. "At two weeks, they are different from what they will be at two years," he explains.

Workers from different generations sometimes have different needs, says Jo Danehl, a retention expert and global practice leader with Crown World Mobility, an international management consulting firm. "Elder Gen X employees are often driven by stability and financial security," Danehl says. "However, in my experience, I see Gen Y to be more interested in company qualities like its approach to corporate social responsibility (CSR) and global citizenship, while also highly focused on their growing career path.

"We're still getting to know the younger generations, but they're adding elements like purpose, communication and overall experience," she adds. "Finding the right balance to each one of these motivations is key to a sustainable culture."

Indeed, many if not most experts cite company culture as a key factor in retaining talent by successfully meeting an employee's expectations and needs. However, exactly what constitutes a company's culture can be hard to define. "Culture is one of those catchall terms, a nebulous term for the feel and experience of working somewhere," Stavsky says.

A company's culture is created through experiences that employees have with peers, managers and executives. And maintaining a positive employee experience is a highly effective retention strategy, says Greg Stevens, an industrial/organizational research consultant with Globoforce. "The **key to that is a more human workplace**," explains Stevens, who also spoke at the SHRM 2018 conference. And **culture is one of the three pillars of a more human workplace, with connection and contribution being the other two**, he adds. All three pillars support successful retention. Connection, the second pillar, is supported in two ways. One is through positive and productive relationships with coworkers, Stevens says. The other involves work-life balance, so that the employee is not overwhelmed by work but stays connected with

his or her life outside of work. This means that job responsibilities cannot be 24/7; there is enough flexibility to "offer chances to recharge and disconnect," he explains. **Culture surveys with all employees should be done every two-three years.**

Thus, even meaningful work done in a workplace with a positive culture can become too all-consuming, and this can work against retention efforts because the employee may look for a position that offers more time for personal matters. "We all have lives outside of work," Stavsky says. "You want to have balance, and the autonomy to live it effectively."

The third pillar, contribution, can be supported by careful efforts by management to find out where an employees' abilities are especially strong, and then to make good use of them. "To retain talent, a company has to identify and capitalize on the skills of its talent," Danehl says. "It is critical to articulate skills ... and show that the contribution is valued."

However, sometimes managers fail to do this because they are fixated on improving what they consider to be the weaknesses of the employee. "Let's think about how we develop talent. A lot of focus is put on areas for performance improvement, while the areas of strength remain largely untouched," Danehl explains. "How much better would it be for both employee motivation and retention to leverage employee skills—which are, after all, why they were probably hired in the first place," she says.

### **Power Should Seek Truth**

Another key factor in effective retention is **opportunity**, experts say. Employees need opportunities to grow as an employee and opportunities to advance their career.

Danehl says that **all thriving company cultures boast two attributes—effective leadership and opportunity**. "Retention will suffer if these two qualities are not positive, present and evident in the workplace," she explains.

In Robinson's view, once a career plan has been sketched out for an employee, managers should continually help the employee support it by assigning them to strategic projects or rotations and giving them opportunities to showcase their ideas via new platforms. "**Train your managers to be good career developers**," Robinson says.

Finally, the *Retention Report* finds that effective **employee retention strategies must be built on accurate knowledge and understanding of employees needs and expectations**. "Employers must not limit the extent to which employees can express their ideas, preferences, expectations, and intents," the authors write.

**This means that managers and company leaders should "ask for feedback in a way that brings out the truth,"** according to the report. So, employees should not only be asked to rate aspects of their job and the workplace on a numerical scale of 1-10. They should also be **asked why** they rate as they do, what improvements they would like to see, what is important to them, and more.

**"All managers and companies should know why their employees join, why their employees stay, and why their employees leave,"** Stavsky says.

**Exit Interviews – if employees do leave:** A third party asking questions about why they left the organization will glean much more honest and effective information.

*Mark Tarallo is senior editor of Security Management magazine.*

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## **Article #2 - "How to Retain Employees in Government: Employee Retention in the Public Sector"**

Government employment historically has one of the lowest separation rates compared to most industry sectors due to its job stability. Government employees can count on clear career paths, strong benefits, retirement and pension plans. In recent years, however, employee retention in public service has become a major area of focus. According to a recent survey from the Center for State and Local Government Excellence (2017), 91% of respondents cited recruitment and retention as important to their organizations. Recent data shows the highest industry turnover rate in more than 4 years. Enter the retirement "Brain Drain" pulling 1530 government staff for work every day. Government agencies now struggle to keep up with disruptive technology, legislative changes, and shrinking budgets and resources. The need to retain talent is more important than ever.

- 91% of respondents cited recruitment and retention as important to their organizations.

- In a recent survey of 70+ public sector leaders from 18 states, roughly two-thirds (64%) reported that it was difficult to attract and retain talent
- States with the highest number of government employees: California, Texas, New York, Illinois, and Florida
- States with the highest percentage of civil servants: Washington D.C., Alaska, Virginia, Maryland, Hawaii, New Mexico, and Wyoming

### **The Government Employee Engagement Challenge**

A further challenge is the rising disengagement among government workers. A recent national poll showed that only 38% of public sector employees are engaged (compared to 44% of private sector employees). A further break down reveals that state government employees are least engaged, with only less than a third (29%) of employees reporting that they are fully engaged (federal 34%, local government 44%) (CPS HR Institute for Public Sector Employee Engagement, 2017). Retirement waves and the increase of turnover leave the employees who stay with an increased workload on top of limited resources and budgets. This causes frustration among the government workforce, which is struggling to combat inefficiency on top of staff shortages.

### **Attracting Millennials to Government Jobs**

Attracting the right talent is one of the biggest challenges for government entities, especially when it comes to millennials. Considering that the millennial workforce is set to make up 75% of the US workforce by 2020, government entities need to make adjustments to cater towards millennials in order to fill open positions. Ironically, resistance to change in the government sector is one of the biggest aspects forced to change. Like any other industry in the past decade, the government sector begins to reinvent itself in order to keep up with today's ever-changing work environment. Inevitably, public sector will start catering toward millennials and what might attract and retain them (e.g. flexible work arrangements, upgrades in technology and autonomy), as well as targeting current employees disengagement in an effort to increase employee retention.

### **How Retensa Helps To Retain Government Employees**

1. **Retention Diagnostic:** Get prioritized recommendations with a data-driven **Retention Diagnostic**. This will identify the areas where your government agency is excelling, where it can focus, and all the "noise" to ignore. To retain your best employees, you can't rely on the public sector's traditional strengths with respect to job security, benefits and retirement. You need to pinpoint root causes of employee dissatisfaction and target your efforts with clear and actionable recommendations.
2. **Exit Interviews:** Gain actionable intelligence from **Exit Interviews**. Using a third party like Retensa to conduct exit interviews creates the safety net people need to avoid burning bridges and be really honest about why they are leaving. Civil servants have a clear view of their organization's mission and their ability to work towards them. Leverage their insight and ask them for feedback on how to create an employee experience where people are able to achieve their goals. Ask the right questions to pinpoint the root causes for high turnover at your government agency and prepare strategies to help increase retention today.
3. **Retention Skills Training:** Provide Retention Skills Training so leaders at your government agency have the tools they need to retain and engage your best civil servants. Retensa provides retention programs based on customized insights from what your staff says they want and need from your administration. Invest in training that is customized to the needs of your organization.

## **Article #3 - "7 Most Common Reasons Why Employees Leave A Company"**

Katherine Eion, [lifehack.org](http://lifehack.org) for Harvard Business Review

A steady, well-trained workforce is one of the many keys to a successful business. It's always a significant loss when company time and resources are invested in an employee who then leaves prematurely. Some employees quit due to health problems or some other unavoidable reason; however, most leave of their own accord and many of these departures can be avoided. This is especially important if isolated incidents turn into an exodus.

In many cases, it is the working environment rather than low pay that prompts an employee to leave. Fortunately, a simple analysis may explain why employees are "voting with their feet" and choosing to leave a business. By talking openly with current and former employees, recruiters, managers and business owners can discover the reasons behind unhappiness and why people choose to leave. They can then work to rectify an unhappy working environment. Here are seven of the most common reasons why employees leave a company:

### **1. An inflexible schedule can be very problematic for an employee.**

Employers and supervisors sometimes forget that employees have lives outside of the workplace and fail to offer or even consider a flexible schedule. A stringent, five-day, forty-hour working week leaves little time for conducting business

outside of the business. Increasing hours Monday through Thursday so employees work four ten-hour days then have a long weekend each weekend, is one way some employers are addressing this problem.

Another option is to hire two people to share the role. Employers gain in having a broader perspective brought to the position, and the workload can be expanded. Telecommuting is also becoming highly favored in the workplace as more people take advantage of better technology. Productivity is increased and employees may schedule their own workday and week.

## **2. Management may be causing problems rather than solving them.**

Surprisingly, sometimes an employee advanced to management is a poor manager. A manager may also have poor habits, such as being too attached to his or her email, smartphone, or computer. Inattention to employee needs can cause an employee to leave out of frustration. Managers who are too busy or too distracted to listen to employee concerns are definitely a problem that needs to be addressed.

A manager who cannot be bothered to assist employees, or who sloughs off their responsibilities, or who blames others for departmental problems is giving off warning signs of extremely poor management. Perhaps, even, the manager is failing to challenge his or her employees, or sets goals that are unrealistic or are all talk and no action. These are also indicators of a bad manager.

## **3. Opportunities to advance are not available to talented and gifted employees.**

Upward mobility is important to every employee and career stagnation can bring those dreams to a grinding halt. There is more to working than a paycheck. Of course, pay is a big motivator, but it is not a major motivator. People like to feel that they are being challenged or that they are the “go-to” person to resolve particular problems. No one likes to feel they are replaceable or mere cogs in a larger mechanism.

Non-existent training programs or work delegations often contribute to this problem. Performance evaluations that are specific to work development may assist in stemming an employee exodus. If an employee knows where and how improvement can be implemented, the employee will likely choose to stay over searching for a new position.

## **4. Employers sometimes devalue their workers, creating a hostile work environment.**

Employees who do not feel valued or respected in the workplace will leave. It is simply an issue that employees do not and will not endure to stay in a workplace. Disrespect in the workplace causes a significant reduction in productivity as well. As the working relationship is dissolved, expensive high employee turnover is the result.

Part of the work ethic, discipline, and enjoyment of work is derived from being a known and valued employee. A lack of appreciative respect on the part of the employer reflects poorly to potential customers and in the market as well. In other words, new and returning customers take note of this and will begin to wonder: *If employees are derided, is the customer possibly undervalued as well?*

## **5. Management has failed to provide proper support to employees.**

Employees may begin to feel taken advantage of when support is lacking in the workplace. Perhaps, in order to cut costs, the employer has a single employee working in the role of two or even three people. Or an employee spends a great amount of his or her time on tasks outside his or her job description, such as copying, stuffing envelopes, or other unrelated clerical duties.

Another example of lack of support is requiring the employee to ‘fill-in’ for other important roles. Inexperience quickly leads to frustration as the new tasks go undone or are so demanding that the role the person was hired for goes unfulfilled. A lack of support feeds into an employee’s feelings of disrespect, further causing the employee to feel alienated and ultimately leave the company.

## **6. An out-of-date policy may cause an employee to walk.**

A failure to address employee concerns in a timely manner leads to overwhelming frustration. Problems can and should be addressed quickly and soundly. Another frustrating aspect is that the employee may find themselves constantly addressing a problem that could easily be solved with updated policy. Policies that address the conduct of teamwork, supervisor-employee relationships, access to social media in the workplace, or the length of time it may take to resolve an issue are all examples of this. Policies that are outdated, or compliance and implementation procedures that seem to take forever, can often encourage an employee to look elsewhere for employment.

## **7. A shift in core values can cause an employee to quit.**

A change in the central core values of a company often has a negative effect on an employee. The employee may find that his or her personal values are now incongruent with those of the company. An employee may find that the value

change is not something he or she had signed on for when choosing to work there. Rather than compromise, very often the employee will simply leave.

An example of a core value shift may be witnessed at a political scale. Health plans that protect women are now federally mandated, and private organizations are finding themselves at odds with the sweeping change. Companies are choosing to 'walk away' from the mandate by suing and refusing to implement the new policy.

Have you ever found a working environment so bad you felt you had to leave? Have you ever had your complaints to management heard and successfully redressed? What do you find intolerable in the workplace? Let us know in the comments below.

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