



# 2019 Annual Report

Citizens' Compensation  
Advisory Committee (CCAC)

*Salt Lake City Human Resources Department*

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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:

- 1) 2018-19 salary budget forecast
- 2) Recruitment, turnover, and labor statistics
- 3) City living wage
- 4) Local market pay comparison
- 5) Gender pay equity
- 6) Special report on public safety jobs
- 7) Response to a city council letter (dated 2/7/19)

A summary of the committee's review and conclusions, along with recommendations for city leaders, is highlighted throughout this report.

Respectfully,



### Citizens' Compensation Advisory Committee

Jeff Herring, Chair  
 Frances Hume, Vice-chair  
 Ray Schelble  
 Marlene Sloan  
 Ginny Hsu-Sorenson  
 Mike Terry  
 Jeff Worthington

## Section I: 2018-19 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 2018-19 Salary Budget Survey*” respondents report the average 2018 total salary increase budget in the United States is 3.0 percent, both mean and median, for the fifth consecutive year. Looking ahead, respondents project only a slight rise in their total salary increase budgets in 2019 to 3.1% (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 2018	Actual 2018	Projected 2019
General Increase/COLA	2.0 %	2.0 %	2.0 %
Merit Increase	3.0 %	3.0 %	3.0 %
Other Increase	0.5 %	0.5 %	0.5 %
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 – Total U.S. Salary Budget Increases by Employee Category**

	Projected 2018	Actual 2018	Projected 2019
Nonexempt Hourly, Nonunion	3.0 %	3.0 %	3.1 %
Exempt Salaried	3.0 %	3.0 %	3.2 %
Officers/Executives	3.0 %	3.0 %	3.2 %
All	3.0 %	3.0 %	3.1 %

(Source: WorldatWork 2018-2019 Salary Budget Survey. Survey data collected through May 2018.)

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 increase forecast for Utah and government employers is, also, **three percent**.

### RECOMMENDATION:

*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 & salary range adjustments necessary to ensure the city remains competitive with other employers based upon cost of labor data (as described in the*

next section, p. 3, of this report). If, however, the city decides to implement a general pay increase for employees, the committee recommends a budgeted amount between 1.5% to 2%, as projected for 2019 by WorldatWork in Chart 1, above.

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

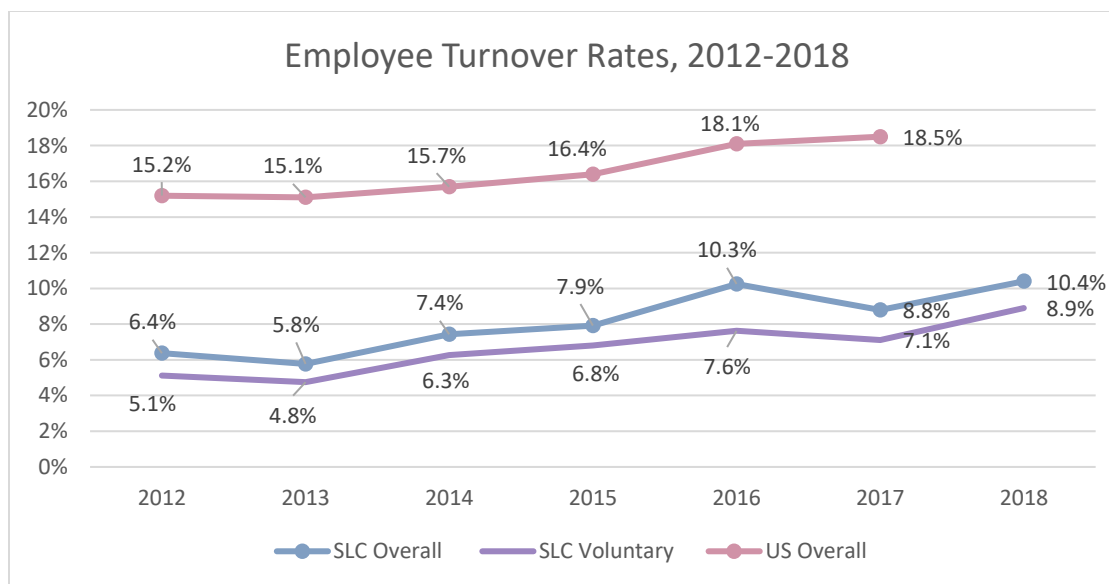
Additional information considered by the committee included recruitment, turnover, and recent economic-related statistics for 2018.

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

- Posted 339 jobs (compared to 418 in 2017)
- Received a total of 14,318 applications (compared to 17,693 in 2017)
- Hired 631 employees\* (compared to 447 in 2017)

\*The total number of hires is higher because certain job postings, such as for Firefighters and Police Officers, resulted in multiple hires during 2018.

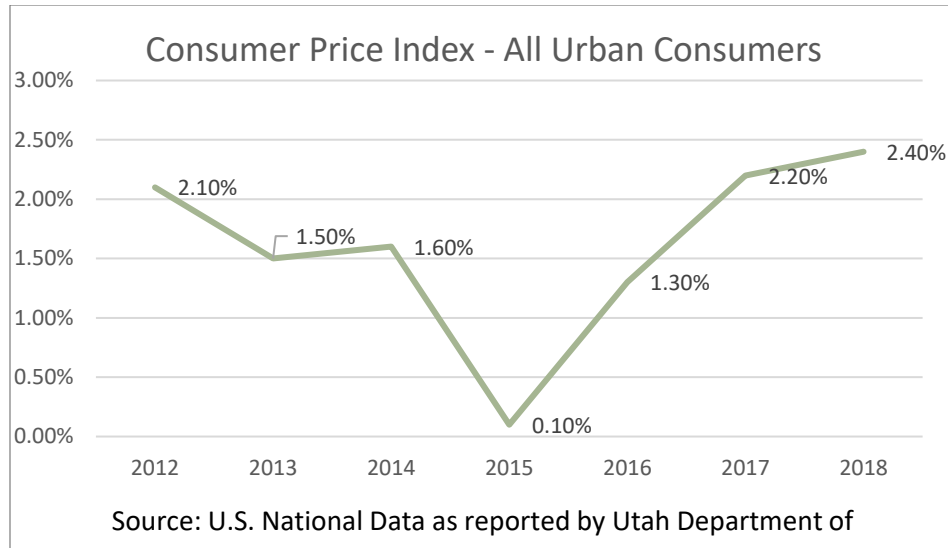
Overall and voluntary turnover rates experienced by the city exceeded last year's numbers. Although the city experienced an increase in both overall and voluntary turnover, the fact remains these rates are still significantly lower than the national average. The city experienced an increase in overall turnover from 8.8% last year to 10.4% in 2018. Of the 248 employees that voluntarily left the city throughout the past year, 100 retired reducing the voluntary turnover rate from 8.9% to 5.3%.



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, these costs appear to have increased minimally compared to last year by 0.2%. Although there is no CPI data

specific to Utah, the latest cost of living indicator for Salt Lake City, UT obtained from Mercer is 95.4%, which is less than 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: “2019 Salt Lake City Public Safety Salary Survey” report, pp. 11-12, Mercer).

### 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. 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.

As of the date of this report, the latest estimated living wage for a single adult residing in Salt Lake County is estimated to be \$11.93 per hour. This rate originated from a modern living wage model which relies on geographically specific expense data related to an individual or family's likely minimum food, child care, health insurance, housing, transportation and other basic necessities costs.

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 \$16.54 per hour, which is estimated to be 17% 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 \$11.93 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.

Additional 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. 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 & salaries obtained from sources including approximately 160 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 city's newly acquired compensation management tool offered by Payfactors. Within its first year of use, the committee notes this tool has already proven to be both highly efficient and effective at analyzing market pay from all former and new data sources relied upon by the city.

To facilitate this market pay review, the city has organized its more than 940 job titles into 88 distinct benchmark groups. The committee reviewed job pricing information including median pay data obtained for each of the 88 benchmark job titles shown in Appendix A of this report. In total, these benchmarks cover more than 1,250 employees who represent approximately 45% 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 are 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.

For the group of union-covered jobs, the committee evaluated and is basing its recommendation on a comparison of the city's topped-out pay rates to the 50<sup>th</sup> percentile, or "market" rate of pay, paid by other local employers. To illustrate the reason for this unique approach, the committee considered examples like the following case with *Plans Examiner*.

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)	SLC/Market	Top Rate (union only)	Top Rate/Market Comparison %
PLANS EXAMINER I	\$54,454	4	\$66,000	83%	\$68,786	104%

When comparing the median rate of pay of the city's four incumbents to the market rate for *Plans Examiners*, the resulting comp-ratio is considered low (even *significantly* lagging). However, what we know upon closer review is the city's four incumbents are



newer to the job and, therefore, paid only slightly above the entry pay step. Eventually, while they remain in this particular job title, each incumbent will automatically advance to the topped-out rate based exclusively on their respective time in the job title *as per* terms of the union's wage contract negotiated with the city. In this case, when each of the four *Plans Examiners* reaches the established topped-out rate for this job, each will be paid at a rate which exceeds the current market rate by 4%. Therefore, no market adjustment is advised or considered necessary when recognizing the topped-out rate for any union-represented job is within the city's "competitive" pay guidelines (i.e. no less than 5% below market).

For the non-represented group of employees, wage or salary increases are not negotiated, mandated by contract, or pre-determined; therefore, unlike for union employees, competency-based increases and/or market pay adjustments must be budgeted and approved by management.

Ultimately, both union and non-union benchmark job lists show how city employee pay rates compare to market. Each benchmark list is sorted from lowest to highest based on the city's comp-ratio (or relative pay position) 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 recommended pay guidelines for the city, benchmarks are considered to be:

- **Competitive** when data indicates actual median employee pay rates are within +/- 5% compared to market;
- **Slightly leading (or lagging)** when data indicates actual median employee pay rates are +/- 6% to +/- 9.9% compared to market; and, finally,
- **Significantly leading (or lagging)** when data indicates actual median employee pay rates are +/- 10% or more compared to market.

The full list of benchmark jobs is shown in Appendices C1 & C2 of this report.

#### 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.*

*For those employees in benchmark-related jobs where market data indicate the city's median pay rates significantly lead market, 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: Gender Pay Equity

High interest on the topic of gender pay continues to be evident through media reports and literature published both locally and nationally. For greater insight into this issue, the committee reviewed a variety of reports and articles from periodicals, including a recent article posted in the *Salt Lake Tribune* entitled, “Business groups declare war on Utah’s worst in-the-nation wage gap for women.” As a local source, this article affirms Utah women on the whole earn an average of 70 cents on the dollar compared to men. When comparing pay for work performed by all Salt Lake City female employees to all male employees, the committee recognizes the city is positioned much more favorably than the average among other Utah employers. Based on a similar comparison of all employees in all jobs, Salt Lake City’s female employees earn an overall average equal to 92% of pay earned by all males in all jobs.

Although this comparison appears to yield a disparity, the committee learned through a closer look at data for Salt Lake City employees reveals:

- The city’s total regular, full-time workforce is comprised of **672** female employees and **2,190** male employees.
- Included among all employees, approximately two-thirds of the city’s regular, full-time workers are union-covered and paid strictly based on “time in position.” Based exclusively to this type of pay arrangement, the committee is confident no demonstrated gender pay inequity exists among the city’s union-covered employees.

For the city’s group of non-represented employees, the committee’s conclusion is pay differences are not related to or caused by gender. In every case where a pay difference exists between female and male employees who are working in the same job title, the committee finds pay gaps can be justified and explained by factors such as education, total career experience, certification, time employed by the city, unique skills, certification or other *non-gender* specific factors (see Appendix D).

The committee commends city leaders for their continued focus on gender pay and especially the conscious efforts made to ensure the closing of any pay gaps. The committee was impressed to learn the city has already implemented a number of recommended policies and best practices to ensure pay equity among all employees such as:

- Publishing salary information for various roles and levels – The city posts all pay ranges and job descriptions with the pay level for the public and employees to view. Union positions have the pay steps listed for each step by job title.
- Avoid asking for previous wage information during the hiring process – The city created a “Gender Pay Equity” policy, which was effective March 1, 2018, that prohibits individuals involved in the hiring process from “asking an applicant about their current salary or past salary history.”
- Put a paid leave policy in place for all new parents – The city implemented a “Parental Leave” policy which provides full-time employees who become parents

through birth, adoption or foster care may take up to 6 weeks of paid leave to care for and bond with the child.

- Provide unconscious bias training for all staffers – The city started offering unconscious or implicit bias training in September 2018 as part of the diversity training initiative. The training is offered to all employees interested in the class and a requirement for some work groups.

In an effort to encourage the city's on-going efforts, the committee recommends consideration and use of the locally-published "Best Practices Guide for Closing the Gender Wage Gap," which was written in collaboration with the Salt Lake Chamber and the Women's Leadership Institute for companies to close the gender pay gap.

In addition to its adoption of these best practices, the city can take pride when acknowledging 7 of 14 (or 50%) of its departments are led by women, in addition to the city's elected mayor and two elected city council members.

#### RECOMMENDATION:

*Overall, the committee finds gender pay equity in the city is in a favorable position. Considering the balance of pay among the city's female and male employees working in the same jobs, no pay corrections appear to be necessary. The committee recommends the city continue to strive for gender pay equity by participating in challenges and employer-based programs such as the ElevateHER Corporate Challenge. This challenge, along with other programs like it, have already proven to be a success for other committed organizations.*

### **Section VI: Special Report on Public Safety**

The Committee recognizes the importance of maintaining a compensation philosophy that best enables the city to effectively attract and retain the most highly desired talent available from the local workforce. This is believed to be especially true when considering the city's responsibility as a local government to provide for the public safety of its residents, visitors, and businesses.

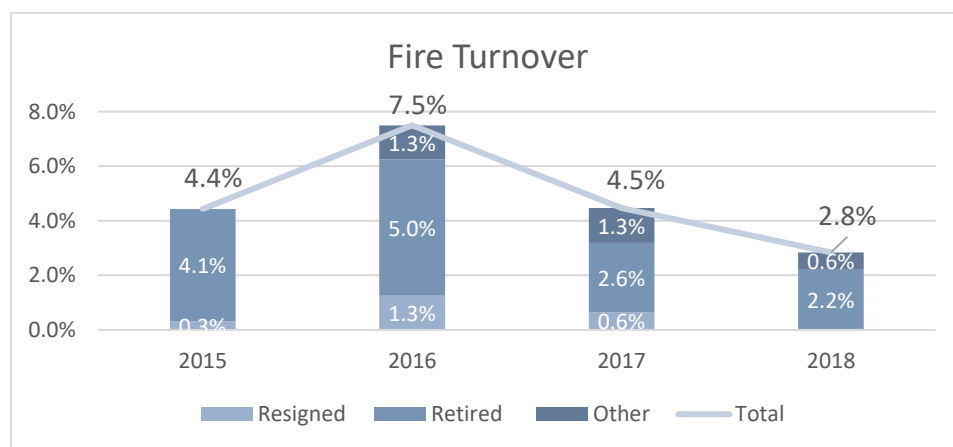
The committee further recognizes Salt Lake City possesses specific traits that make it unique when compared to other local jurisdictions, including but not limited to having: the state's largest downtown area and increased weekday business population; broad infrastructure; high call volumes, and the complex logistics required to protect and serve Utah's capital city. Also, significant changes loom on the horizon, such as the new prison, the international airport expansion, the inland port and possibly hosting another Winter Olympics, that will pose additional challenges to city employees. On this basis, the committee supports the city's need to distinguish itself as a local area pay leader.

In addition to the foregoing considerations, the committee also reviewed recent statistics associated with attracting and retaining qualified talent for the city's sworn police and fire positions. These include:

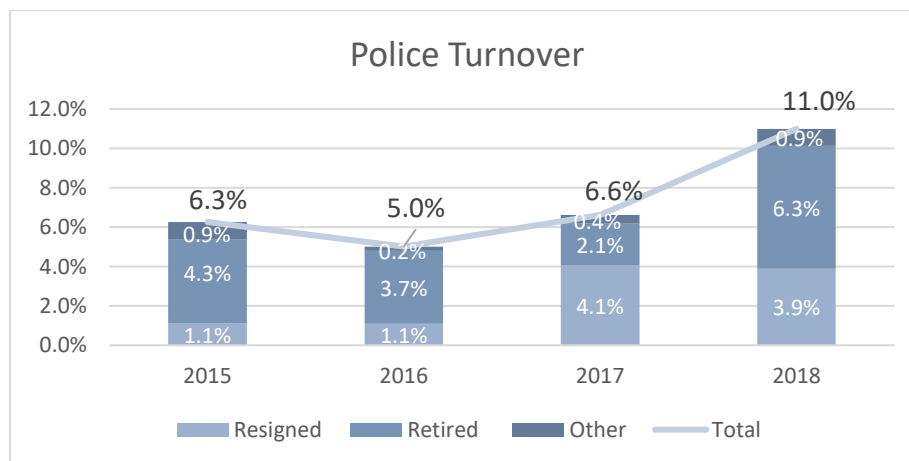
- *Turnover*
- *Total numbers of applicants*
- *Total numbers of candidates qualified to be placed on the city's public safety hiring registers*
- *Total numbers of hires*

**TURNOVER:** Historical turnover data for sworn fire and police personnel indicates both decreasing and increasing trends. In a majority of cases for both public safety groups, the reason for separation from employment is due to retirements.

As shown in the following graph related to Fire, total turnover in 2018 was at its lowest point in the last four years. Among the nine sworn employees who separated from employment during the past year, seven (or 78%) retired.



Although overall turnover among sworn police personnel is higher, the majority of separations is attributed to an increase in the number of retirements, which is three times the number last year. Among the total of 47 sworn employees who separated from employment voluntarily, 29 (or 55%) retired in 2018. The remainder of those who left voluntarily were 18 who resigned from employment for reasons that are not known in all cases.



**RECRUITMENT:** Throughout 2018, recruitment processes for both Firefighters and Police Officers resulted in high numbers of applicants.

Recruitment for SLC firefighters occurs once every two years due primarily to lower turnover. The 2018 entry-level Firefighter Hiring Process yielded a total 1,111 applicants, of which 522 candidates took the written test.

The total number of hires following each recruitment process is typically low, again, due primarily to low turnover. A total of nine new hires were made by Fire on July 30, 2018 from among 64 candidates who qualified to be placed on the approved hiring list (458 candidates are left in the applicant pool if and when the current hiring list needs to be expanded).

Recruitment for police officers occurred multiple times throughout 2018, including both lateral processes (which is recruitment for experienced officers) and entry-level hiring processes. In total, Police received 1,115 applicants from which 827 candidates were deemed qualified and invited to complete further testing. Ultimately, the process resulted in 197 candidates who were placed on the Civil Service approved eligibility register (or hiring list). A total of 81 new police officers were hired in 2018, including 40 lateral (or experienced) officers and 41 entry-level officers.

**LOCAL AREA PAY MARKET:** As the following table indicates, Salt Lake City appears to be in the desired position as a local area **pay leader** based on actual pay.

Respondents used in these comparisons include other cities, counties, the State of Utah and special service districts such as Salt Lake County's Unified Fire Authority and Unified Police Department. All are located along the Wasatch Front and serve populations of approximately 40,000 or more.

**SLC Police & Fire – Local Wasatch Front Actual Pay Comparison (base wages only)**

	SLC Median	# SLC Incumbents	Local Market Median	SLC/Mkt Ratio
Firefighter EMT	\$48,485	43	\$44,000	110%
Firefighter Paramedic	\$78,437	79	\$57,900	135%
Firefighter Engineer	\$72,654	56	\$63,600	114%
Firefighter Captain	\$87,589	75	\$77,400	113%
Police Officer	\$68,848	382	\$54,000	127%

In addition to reviewing *actual* pay comparisons for the city's police and firefighters, the committee suggests city leaders also consider pay comparisons based on topped-out pay. For most, if not all, local public safety jurisdictions sworn firefighters and police officers are paid based on *time in position*, ultimately leading to a specific top rate (or range maximum) after a set number of years. For Salt Lake City public safety

employees, the number of years required to reach the top rate of pay is seven years for firefighters and eight years for police officers. Within each public safety agency, the topped-out rate represents the highest earning potential a sworn employee can attain and often drives *attraction* to and *retention* for those agencies with the highest rates of pay.

**SLC Police & Fire – Local Wasatch Front Top-Out Pay Comparison** (base wages only)

	SLC Top Rate	# SLC Incumbents	Median Top Rate	SLC/Mkt Ratio	SLC Ranking (based on top rate)
Firefighter EMT	\$67,912	43	\$59,610	114%	#3
Firefighter Paramedic	\$78,437	79	\$68,270	115%	#2
Firefighter Engineer	\$72,654	56	\$69,106	105%	#5
Firefighter Captain	\$88,899	75	\$81,772	109%	#2
Police Officer	\$68,848	382	\$66,144	104%	#8

Despite the unknown number of years it takes for sworn employees from other local jurisdictions with whom the city directly competes to reach the top rate, what is known is Salt Lake City appears to rank among the highest five local agencies for sworn firefighter positions and eighth highest for police officer.

**Mercer Public Safety Survey**

In addition to reviewing comparative wage data obtained from the local area market, the committee also received presentation of a report, including analysis, from a special survey among similar U.S. cities conducted by Mercer on February 20, 2019. Due to limited time to consider the data provided, along with recommendations requested by the city council, the committee will address this survey and respond to council leaders at a future date. This is explained further in the next section, which is a response to the city council's request by letter.

**RECOMMENDATION:**

*Considering comparisons for both actual median and topped-out pay rates, it appears the city's public safety employees are in lead position compared to other local jurisdictions with whom the city directly competes, which is consistent with the city's adopted compensation philosophy for public safety. In addition to reviewing actual pay comparisons for the city's police and firefighters, the committee suggests city leaders also consider pay comparisons based on topped-out pay. The committee further recommends additional information be gathered to understand the time it takes for sworn employees from other local agencies to reach the topped-out rate.*

## Section VII: Response to City Council Letter

In a letter dated February 7, 2019 from city council chair, Charlie Luke, the committee was asked to consider requests and/or questions posed around three topics:

- 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?
  - b. What scenarios might raise compensation just above market rate to reflect hiring competition & retention challenges?
  - c. What pros & cons does the committee see to adjusting the city's compensation policy so that sworn public safety employees lead the market?
- 2) Insight on balancing the value of and cost of retaining current employees (not just public safety) versus hiring and training new employees; and, finally,
- 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?
  - 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?

An additional request was made to identify areas for further study, suggestions of opportunities to improve compensation data or pertinent information that would be helpful and is not currently available to address the questions raised.

### COMMITTEE RESPONSE:

The committee acknowledges notification and receipt of the council chair's letter on February 7, 2019. Since this time, however, the committee did not have enough time and information available at the time of publishing of this report to fully answer these questions.

Before the committee can effectively formulate recommendations in response to these questions, additional information requested includes but is not limited to further review of:

- Survey data and analysis relative to the city's public safety turnover and recruitment statistics;
- Results of the Mercer survey, including analysis of the potential need for adjustments to minimum, midpoint, and/or maximum adjustments based on national and/or local market data;



- Determination of weighting of national data compared to local area market data; and,
- Results and data from a new comprehensive benefits study must first be obtained since no similar study has been done by the city since 2014.

While no immediate response can be provided at this time, we wish to send our annual report in accordance with the time requirements stipulated in city ordinance. Please note the committee intends to take additional time to delve further into these issues and looks forward to issuing a response in the future.

### **Executive 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. Instead, city leaders are advised to appropriate funding towards pay & salary range adjustments necessary to ensure the city remains competitive with other employers based upon cost of labor data (as described in section II of this report). If, however, the city decides to implement a general pay increase for employees, the committee recommends a budgeted amount between 1.5% to 2%, as projected for 2019 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. 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.
  - a. First priority should be given to those lagging significantly;
  - b. Second priority should be given to those lagging slightly behind market.



For those employees in benchmark-related jobs where market data indicate the city's median pay rates significantly lead market, 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. Overall, the committee finds gender pay equity in the city is in a favorable position. Considering the balance of pay among the city's female and male employees working in the same jobs, no pay corrections appear to be necessary. The committee recommends the city continue to strive for gender pay equity by participating in challenges and employer-based programs such as the ElevateHER Corporate Challenge. This challenge, along with other programs like it, have already proven to be a success for other committed organizations.
6. Considering comparisons for both actual median and topped-out pay rates for fire and police jobs, it appears the city's public safety employees are in lead position compared to other local jurisdictions with whom the city directly competes, which is consistent with the city's adopted compensation philosophy for public safety. In addition to reviewing actual pay comparisons for the city's police and firefighters, the committee suggests city leaders also consider pay comparisons based on topped-out pay. The committee further recommends additional information be gathered to understand the time it takes for sworn employees from other local agencies to reach the topped-out rate.
7. In order to address specific questions raised by the city council, the committee recommends the city appropriate funding for a comprehensive benefits study to assess the city's competitiveness relative to the benefits offered to employees. No similar study has been conducted by the city since 2014.

# APPENDICES

## APPENDIX A – 2018 City Turnover Rates by department

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%

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

# Living Wage Calculation for Salt Lake County, Utah

The living wage shown is the hourly rate that an **individual** must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). All values are **per adult in a family** unless otherwise noted. The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as 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 ([resources/Living-Wage-User-Guide-and-Technical-Notes-2017.pdf](#)).

	1 Adult 1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working) Part Time 1 Child*	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
<b>Hourly Wages</b>											
Living Wage	\$11.93	\$24.59	\$30.30	\$39.50	\$19.36	\$23.24	\$25.95	\$26.43	\$13.53	\$16.57	\$20.26
Poverty Wage	\$5.84	\$7.91	\$9.99	\$12.07	\$7.91	\$9.99	\$12.07		\$5.00	\$6.03	\$7.07
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25		\$7.25	\$7.25	\$7.25

\*Documentation for families with an adult working part-time is available separately, here. ([resources/MIT-Part-Time-Documentation.pdf](#))

## 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 1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working) Part Time 1 Child*	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
<b>Annual Expenses</b>											
Food	\$3,573	\$5,267	\$7,929	\$10,517	\$8,154	\$10,529	\$12,820		\$8,154	\$10,529	\$12,820
Child Care	\$0	\$6,687	\$12,569	\$18,451	\$0	\$0	\$0		\$6,687	\$12,569	\$18,451
Medical	\$2,138	\$6,078	\$5,734	\$5,816	\$5,734	\$5,816	\$5,536		\$5,734	\$5,816	\$5,536
Housing	\$8,004	\$12,420	\$12,420	\$17,700	\$12,420	\$12,420	\$17,700		\$12,420	\$12,420	\$17,700
Transportation	\$4,206	\$7,664	\$9,011	\$10,425	\$9,011	\$10,425	\$10,307		\$9,011	\$10,425	\$10,307
Other	\$2,976	\$4,951	\$5,375	\$6,256	\$5,375	\$6,256	\$6,121		\$5,375	\$6,256	\$6,121
Required annual income after taxes	\$20,897	\$43,065	\$53,039	\$69,166	\$40,694	\$45,447	\$52,484		\$47,381	\$58,016	\$70,935
Annual taxes	\$3,927	\$8,088	\$9,978	\$13,005	\$7,639	\$8,539	\$9,843		\$8,906	\$10,921	\$13,340
Required annual income before taxes	\$24,824	\$51,153	\$63,017	\$82,170	\$48,333	\$53,986	\$62,328	\$54,976	\$56,287	\$68,937	\$84,275

# Typical Annual Salaries

These are the typical annual salaries for various professions in this location.

Occupational Area	Typical Annual Salary
Management	\$82,359
Business & Financial Operations	\$60,036
Computer & Mathematical	\$77,987
Architecture & Engineering	\$74,746
Life, Physical, & Social Science	\$56,178
Community & Social Service	\$39,338
Legal	\$65,128
Education, Training, & Library	\$43,792
Arts, Design, Entertainment, Sports, & Media	\$42,599
Healthcare Practitioners & Technical	\$61,939
Healthcare Support	\$28,722
Protective Service	\$38,618
Food Preparation & Serving Related	\$21,109
Building & Grounds Cleaning & Maintenance	\$24,525
Personal Care & Service	\$22,961
Sales & Related	\$27,179
Office & Administrative Support	\$32,477
Farming, Fishing, & Forestry	\$27,343
Construction & Extraction	\$42,465
Installation, Maintenance, & Repair	\$45,840
Production	\$33,567
Transportation & Material Moving	\$33,680

## APPENDIX C-1: 2018-19 SLC/Local Market Pay Comparison for union benchmark jobs

Included in this section is a total of 46 union benchmark jobs, which cover 1,016 employees. The committee's recommendations for this group of jobs is based on the city's established top-rate of pay compared to market. Results of the analysis for this group of jobs shows no benchmark jobs in the **significantly lagging** category; one benchmark job in the **slightly lagging** category; and 26 benchmark jobs **leading significantly**.

2018-19 SLC/Local Market Pay Comparison for union benchmark jobs						
Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)	SLC/Market	Top Rate (union only)	Top Rate/Market Comparison %
AIR OPER SPECIALIST AIR UNION (001514)	\$59,405	18	<b>\$63,500</b>	<b>94%</b>	<b>\$59,405</b>	<b>94%</b>
LABORATORY CHEMIST UNION (001806)	\$62,379	1	\$65,300	96%	\$62,379	96%
EVIDENCE TECHNICIAN II (002277)	\$46,010	5	\$49,100	94%	\$47,133	96%
WATER METER TECHNICIAN II (000997)	\$47,694	1	\$49,100	97%	\$47,694	97%
AIRFIELD MAINT ELECTRICIAN IV (002311)	\$65,520	13	\$67,400	97%	\$65,520	97%
POLICE INTELLIGENCE SPEC.UNION (001539)	\$43,514	4	\$55,400	79%	\$53,893	97%
CRIME SCENE TECH II UNION (001779)	\$45,563	6	\$48,800	93%	\$49,130	101%
MAINT. ELECTRICIAN IV (000168)	\$58,864	10	\$57,800	102%	\$58,864	102%
BUILDING EQUIP. OP. II (006071)	\$49,213	8	\$48,200	102%	\$49,213	102%
ENGINEERING TECH IV UNION (000829)	\$59,405	11	\$57,000	104%	\$59,405	104%
PLANS EXAMINER I (002127)	\$54,454	4	\$66,000	83%	\$68,786	104%
FLEET MECHANIC (001952)	\$53,768	40	\$51,500	104%	\$53,768	104%
BUSINESS LICENSING PROCESS II (001964)	\$48,610	4	\$49,100	99%	\$52,416	107%
WATER METER READER II (006326)	\$34,154	7	\$37,400	91%	\$39,957	107%
ASPHALT EQUIP OPERATOR II (000909)	\$49,213	25	\$46,000	107%	\$49,213	107%
HVAC TEC. II (006050)	\$57,034	9	\$53,200	107%	\$57,034	107%
WATER PLANT OPERATOR II (000966)	\$57,034	21	\$53,100	107%	\$57,034	107%
WASTE & RECYCLING EQUIP OP II (002347)	\$49,213	1	\$45,800	107%	\$49,213	107%
PLUMBER II (000854)	\$55,411	3	\$51,400	108%	\$55,411	108%
WRF OP II (002134)	\$53,768	10	\$49,200	109%	\$53,768	109%
FORENSIC SCIENTIST I (001973)	\$53,696	2	\$54,100	99%	<b>\$59,405</b>	<b>110%</b>
METAL FABRICATION TECHNICIAN (001925)	\$58,864	5	<b>\$53,400</b>	<b>110%</b>	<b>\$58,864</b>	<b>110%</b>
ARBORIST II (001375)	\$46,956	2	\$44,900	105%	<b>\$50,627</b>	<b>113%</b>
BUILDING INSPECTOR III (001967)	\$72,238	11	<b>\$63,400</b>	<b>114%</b>	<b>\$72,238</b>	<b>114%</b>
FIREFIGHTER ENGINEER (001485)	\$72,654	56	<b>\$63,600</b>	<b>114%</b>	<b>\$72,654</b>	<b>114%</b>
FIRE CAPTAIN (008040)	\$87,589	75	<b>\$77,400</b>	<b>113%</b>	<b>\$88,899</b>	<b>115%</b>
CARPENTER II (001349)	\$52,146	7	<b>\$45,400</b>	<b>115%</b>	<b>\$52,146</b>	<b>115%</b>
WATER SYSTEM MAINTENANCE OP II (000975)	\$50,627	15	<b>\$43,600</b>	<b>116%</b>	<b>\$50,627</b>	<b>116%</b>
CUSTODIAN II (006090)	\$34,403	2	<b>\$29,400</b>	<b>117%</b>	<b>\$34,403</b>	<b>117%</b>
SR UTILITIES REP CUST SVC (000199)	\$47,549	6	<b>\$42,000</b>	<b>113%</b>	<b>\$49,275</b>	<b>117%</b>
PAINTER II (001347)	\$52,146	6	<b>\$44,300</b>	<b>118%</b>	<b>\$52,146</b>	<b>118%</b>
POLICE INFORMATION SPECIALIST (001713)	\$31,616	12	\$37,600	84%	<b>\$44,387</b>	<b>118%</b>
ACCESS CONTROL SPECIALIST (002340)	\$39,811	3	\$40,200	99%	<b>\$47,549</b>	<b>118%</b>
PARKS GROUNDSKEEPER (001813)	\$29,547	10	\$30,800	96%	<b>\$36,629</b>	<b>119%</b>
GENERAL MAINT. WORKER III (006140)	\$43,659	3	\$41,100	106%	<b>\$49,213</b>	<b>120%</b>
CIVIL ENFORCEMENT OFFICER I (001893)	\$45,074	4	\$44,700	101%	<b>\$54,205</b>	<b>121%</b>
SENIOR SECRETARY (003030)	\$40,706	2	\$39,200	104%	<b>\$47,549</b>	<b>121%</b>
PUBLIC SAFETY DISPATCHER II (000161)	\$48,610	50	<b>\$42,200</b>	<b>115%</b>	<b>\$52,416</b>	<b>124%</b>
JUDICIAL ASSISTANT II (002084)	\$52,416	8	<b>\$41,700</b>	<b>126%</b>	<b>\$52,416</b>	<b>126%</b>
POLICE OFFICER (001489)	\$68,848	382	<b>\$54,000</b>	<b>127%</b>	<b>\$68,848</b>	<b>127%</b>
WAREHSE SUP WORKER-AIRPORT (002022)	\$42,609	2	<b>\$35,100</b>	<b>121%</b>	<b>\$45,947</b>	<b>131%</b>
CONCRETE FINISHER (001852)	\$53,768	10	<b>\$40,800</b>	<b>132%</b>	<b>\$53,768</b>	<b>132%</b>
FIREFIGHTER/PARAMEDIC (001481)	\$78,437	79	<b>\$57,900</b>	<b>135%</b>	<b>\$78,437</b>	<b>135%</b>
OFFICE TECHNICIAN II (001191)	\$44,096	16	<b>\$33,200</b>	<b>133%</b>	<b>\$47,549</b>	<b>143%</b>
CITY PAYMENTS PROCESSOR (000263)	\$37,461	4	<b>\$32,000</b>	<b>117%</b>	<b>\$49,275</b>	<b>154%</b>
FIREFIGHTER (001480)	\$48,485	43	<b>\$44,000</b>	<b>110%</b>	<b>\$67,912</b>	<b>154%</b>

## APPENDIX C-2: 2018-19 SLC/Local Market Pay Comparison for non-represented benchmark jobs

Included in this section is a total of 42 benchmark jobs, which cover 235 non-represented employees. The committee's recommendations for this group of jobs is based on a comparison of the employees' actual median pay compared to market. Results of the analysis for this group of jobs shows three benchmark jobs in the **significantly lagging** category; two benchmark jobs in the **slightly lagging** category; and eight benchmark jobs **leading significantly**.

### 2018-19 SLC/Local Market Pay Comparison for non-represented benchmark jobs

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)	SLC/Market		
LCSW/MENTAL HEALTH COUNSELOR (001991)	\$52,739	2	<b>\$60,200</b>	<b>88%</b>		
GOLF SUPERINTENDENT 18 HOLES (000936)	\$60,528	3	<b>\$68,300</b>	<b>89%</b>		
REDEVELOPMENT AGENCY PROP MGR (001391)	\$63,814	1	<b>\$70,800</b>	<b>90%</b>		
GOLF CLUB PROFESSIONAL (000940)	\$76,274	3	<b>\$81,600</b>	<b>93%</b>		
PROCUREMENT SPECIALIST II (000534)	\$63,877	1	<b>\$67,600</b>	<b>94%</b>		
OFFICE FACILITATOR II NON UNIO (001232)	\$48,173	24	\$50,600	95%		
ENGINEER IV (002198)	\$77,397	8	\$80,800	96%		
EMPLOYEE TRAINING & DEVELOPMEN (000491)	\$57,970	1	\$60,500	96%		
EMPLOYEE MARKETING & COMM (002225)	\$57,678	1	\$60,000	96%		
BENEFITS ANALYST (002121)	\$63,409	2	\$65,300	97%		
EEO/ADA SPECIALIST (002299)	\$71,594	1	\$73,100	98%		
JUSTICE COURT JUDGE (001601)	\$121,264	5	\$123,300	98%		
SOCIAL SERVICE WORKER (001921)	\$48,412	4	\$49,200	98%		
HR RECRUITER (002297)	\$60,882	1	\$61,800	99%		
VICTIM ADVOCATE (001765)	\$49,837	3	\$50,300	99%		
SENIOR CITY ATTORNEY (002319)	\$134,742	12	\$135,600	99%		
NETWORK SYSTEMS ENGINEER II (001394)	\$81,286	7	\$81,700	99%		
SOFTWARE SUPPORT ADMIN II (001729)	\$79,331	5	\$79,500	100%		
PARALEGAL (002201)	\$57,003	6	\$57,100	100%		
GIS SPECIALIST (000781)	\$61,318	3	\$61,300	100%		
FINANCIAL ANALYST III (001670)	\$76,815	4	\$76,600	100%		
HRIS ANALYST (002155)	\$82,701	1	\$82,400	100%		
CIVIC ENGAGEMENT PROGRAM SPEC. (001821)	\$55,328	2	\$54,800	101%		
REAL PROPERTY AGENT (000370)	\$65,426	2	\$64,500	101%		
SR. HR CONSULTANT (001834)	\$73,986	4	\$72,800	102%		
PRINCIPAL PLANNER (001733)	\$66,435	9	\$65,000	102%		
POLICE CAPTAIN (000851)	\$106,850	8	\$103,800	103%		
POLICE LIEUTENANT (000849)	\$94,474	19	\$90,500	104%		
SOFTWARE ENGINEER III (002145)	\$91,416	2	\$87,500	104%		
SAFETY PROGRAM MGR (002286)	\$85,987	2	\$82,300	104%		
TECH SYSTEM ANALYST III (002203)	\$70,678	1	\$66,700	106%		
VIDEO PRODUCTION MGR (002217)	\$84,282	1	\$79,000	107%		
POLICE SERGEANT (007008)	\$80,267	53	\$74,500	108%		
CITY PAYROLL ADMINISTRATOR (001945)	\$58,843	2	\$54,500	108%		
ACCOUNTANT III (001666)	\$70,585	10	<b>\$64,100</b>	<b>110%</b>		
LEGAL SECRETARY III (003136)	\$53,737	2	<b>\$48,200</b>	<b>111%</b>		
GRAPH DESIGN SPECIALIST (002103)	\$58,739	1	<b>\$51,600</b>	<b>114%</b>		
BATTALION CHIEF (008030)	\$104,458	12	<b>\$91,000</b>	<b>115%</b>		
PROG COOR ARTS COUNCIL (001799)	\$60,882	1	<b>\$52,500</b>	<b>116%</b>		
COLLECTIONS OFFICER (001376)	\$46,124	4	<b>\$39,300</b>	<b>117%</b>		
AUDITOR III (001684)	\$86,778	1	<b>\$70,200</b>	<b>124%</b>		
CLAIMS SPECIALIST (002240)	\$52,707	1	<b>\$42,100</b>	<b>125%</b>		

### APPENDIX C-3: 2019 Local Market Survey Participants

2019 WESTERN MANAGEMENT GROUP (WMG) SURVEY PARTICIPANTS			
1-800 Contacts	AECOM/Federal Services	Akima	Alion Science & Technology
All Native Group	American Systems	Arup Laboratories	ASRC Federal
Associated Food Stores	BAE Systems USA	Bard Access Systems	Battelle Memorial Institute
BD Medical Systems	Boart Longyear	Boeing	Booz Allen Hamilton
Browning	CACI International	CGI Technologies & Solutions	CH2M
Clean Harbors	COLSA	Comcast	CSRA
Davis County	eBay	Edwards Lifesciences	FBL Financial Group
FJ Management	General Dynamics/ Information Technology	General Dynamics/Mission Systems	Intermountain Health Care
ICF International	IM Flash Technologies	Intermountain Health Care	Jacobs Technology
Johnson Controls International	JT3	KBRYWyle	L3 Communications/ Systems West
Leidos	Lennox International	LJT & Associates	Lockheed Martin
Magellan Health	ManTech International	Maverick	Maximum Federal
Merit Medical Systems	MITRE	Moog Aircraft Salt Lake Ops	NCI Information Systems
Northrup Grumman	Orbit Irrigation Products	OrbitalATK	PacifiCorp
Parker-Hannifin Utah	Parsons	Raytheon	Redhorse
RioTinto Shared Services	Rockwell Collins	Ryder System	SAIC
Salt Lake City	Salt Lake Community College	Salt Lake County	Scientific Research
Sierra Nevada	Sigmattech	Sinclair Services	Sodexo
Southwest Research Institute	Stampin Up	State of Utah, DHRM	Tecolote Research
Textron Systems	Torch Technologies	U.S. Foods	U.S. Magnesium
Unisys/Federal Systems	Universities Space Research Associate	University of Utah	USANA Health Sciences
Utah State Courts	Utah State University	Utah State University Research Foundation/ Space Dynamics Lab	Utah Transit Authority
Utah Valley University	Varex Imaging	Vencore	Verizon Communications
Vivint Solar	Wasatch Front Waste & Recycling District	Waste Management	Weber State University
Zions Bancorporation	<b>97 TOTAL PARTICIPANTS</b>		



2019 WASATCH COMPENSATION GROUP (WCG) SURVEY PARTICIPANTS	
BOUNTIFUL	SALT LAKE COUNTY
CEDAR CITY	SANDY
CEDAR HILLS	SNYDERVILLE BASIN WATER RECLAMATION
CENTRAL DAVIS COUNTY SEWER	SOUTH DAVIS METRO FIRE AGENCY
CENTRAL VALLEY WATER	SOUTH DAVIS SEWER DISTRICT
CENTRAL WEBER SEWER	SOUTH JORDAN
COTTONWOOD HEIGHTS	SOUTH VALLEY SEWER DISTRICT
DAVIS BEHAVIOR HEALTH	SOUTH VALLEY WATER RECLAMATION
DAVIS COUNTY	SPANISH FORK
DRAPER	SPRINGVILLE
JORDAN VALLEY WATER	STATE OF UTAH
LAYTON	TAYLORSVILLE
LEHI	TAYLORSVILLE-BENNION SPECIAL DISTRICT
LOGAN	TIMPANOGOS SPECIAL DISTRICT
METROPOLITAN WATER, SALT LAKE & SANDY	TOOELE
MILLARD COUNTY	UNIFIED FIRE AUTHORITY
MOUNTAINLAND ASSOCIATION OF GOVERNMENTS	UNIFIED POLICE DEPARTMENT
MT. OLYMPUS IMPROVEMENT DISTRICT	UTAH COUNTY
MURRAY	UTAH TRANSIT AUTHORITY
NORTH DAVIS COUNTY SEWER	UTAH VALLEY DISPATCH SPECIAL SERVICE DISTRICT
NORTH DAVIS FIRE DISTRICT	VALLEY EMERGENCY
NORTH SALT LAKE	VALLEY BEHAVIORAL HEALTH
OGDEN	WEBER BASIN WATER
OREM	WEBER COUNTY
PARK CITY	WEBER FIRE DISTRICT
PARK CITY FIRE DEPT	WEBER HUMAN SERVICES
PAYSON	WEST BOUNTIFUL
PROVO	WEST JORDAN
ROY WATER CONSERVANCY SUBDISTRICT	WEST VALLEY
	<b>58 TOTAL PARTICIPANTS</b>

## APPENDIX D: 2019 SLC Employee Gender Equity Pay Analysis

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. Relative pay comparisons include a case-by-case review of individual qualifications such as total career experience, education, time in position, *etc.*

There are 12 non-represented city jobs where the male incumbent pay lags the female incumbent pay by more than 5%

Job Title	Avg Hourly Pay Females	# of Females	Avg Hourly Pay Males	# of Males	% Difference
AIRPORT PROPERTY SPECIALIST II	\$38.71	1	\$30.88	1	20.23%
SENIOR ARCHITECT	\$48.97	1	\$41.02	1	16.23%
FINANCIAL ANALYST III	\$37.50	2	\$32.48	2	13.40%
HR ADMIN ONBOARD SPECIALIST	\$27.67	1	\$24.07	1	13.01%
WATER RECLAMATION FACILITY LEAD OPERATOR	\$30.75	1	\$27.37	4	11.00%
COMMUNITY PROGRAMS MANAGER	\$29.53	1	\$26.33	7	10.85%
CONSTITUENT LIAISON /PUBLIC POLICY ANALYST	\$29.80	2	\$26.64	2	10.59%
FINANCIAL ANALYST I	\$24.10	3	\$21.63	2	10.24%
COLLECTIONS OFFICER	\$22.99	3	\$20.93	1	8.97%
NETWORK SUPPORT ADMINISTRATOR III	\$36.24	1	\$33.48	13	7.61%
STAFF ASSISTANT	\$24.90	5	\$23.08	1	7.32%
TRANSPORTATION PLANNER II	\$33.23	1	\$31.25	1	5.96%

There are 13 *non-represented* city jobs where female incumbents' pay lags male incumbents' pay by more than 5%

Job Title	Avg Pay Females	# of Females	Avg Pay Males	# of Males	% Difference	Reviewed
DEPUTY RECORDER	\$23.63	1	\$27.84	1	-17.82%	yes
SENIOR ADVISOR	\$50.69	2	\$57.76	3	-13.95%	yes
ASSOCIATE DIRECTOR YOUTH CITY	\$33.62	1	\$37.98	1	-12.97%	yes
ECONOMIC DEVELOPMENT MGR	\$35.16	1	\$39.57	1	-12.54%	yes
HUMAN RESOURCE PROGRAM MGR II	\$46.97	1	\$52.77	1	-12.35%	yes
DEVELOPMENT REVIEW SUPERVISOR	\$35.76	1	\$39.76	1	-11.19%	yes
AIRPORT OPERATIONS MANAGER	\$33.99	1	\$37.66	2	-10.80%	yes

Job Title	Avg Pay Females	# of Females	Avg Pay Males	# of Males	% Difference	Reviewed
SOCIAL SERVICE WORKER	\$21.26	1	\$23.31	3	-9.66%	yes
FORENSIC SCIENTIST II	\$29.87	3	\$32.36	1	-8.34%	yes
COMMUNITY LIAISON	\$25.99	2	\$28.13	1	-8.23%	yes
CONTRACT DEVELOPMENT SPECIALIST	\$24.47	2	\$26.07	1	-6.56%	yes
AIRPORT OPERATIONS TERMINAL LANDSIDE SUPV	\$30.00	4	\$31.93	3	-6.43%	yes
SENIOR PLANNER	\$35.12	3	\$37.05	5	-5.51%	yes

Pay differences among incumbents for all jobs in this category were reviewed in detail for potential pay inequities based on gender. Upon closer review, it was determined that pay differences are not related or caused by gender. In every case where a pay difference exists between female and male employees who are working in the same job title, pay gaps can be justified and explained by factors such as education, total career experience, certification, time employed by the city, unique skills, certification or other *non-gender* specific factors. The following remarks highlight reasons behind the pay differences among incumbents in each of the job classifications noted above where female pay lags male pay.

#### **Deputy Recorder:**

The male incumbent has been a Deputy Recorder since 1990, and his knowledge and expertise are commensurate with that long tenure. As a result, he is well over the market rate of the pay range. By comparison, the female incumbent has been with the City since 1998 but has only been with the Recorder's Office since April 2018.

#### **Senior Advisor**

The highest paid male in this job title is a licensed attorney and was formerly Deputy City Attorney for 18 years. He has been in this current role for the past 5 years.

The next highest paid incumbent in this job title is female. She has been with in this role for 2 years and is credited with previous years served in the Utah State Legislature.

The second male incumbent's pay is the median for this group. When hired into this role, he was credited with approximately 30 years of prior experience with the Utah League of Cities and Towns.

The final 2 incumbents (one male, one female) are both paid at the minimum of the range, primarily due to their minimal experience level. Both have advanced degrees, including one with a juris doctorate and the other with a master's degree.

#### **Associate Director YouthCity**

In addition to working in this role for the past 5 years, the male incumbent is credited with 3 years previous management experience as the city's Art Education Director. The female incumbent, with 1.5 years in this role, lacks prior management experience.

#### **Economic Development Manager**

Comparably, the male incumbent is credited with 23 years of related experience while the female incumbent has 7 years of related experience.

#### **Human Resource Program Manager II**

The male incumbent in this role specializes as the city's HR Compensation Program Administrator with more than 20 years of compensation and general HR management experience. The female incumbent who oversees benefits is credited 7 years HR program management experience.

### **Development Review Supervisor**

The pay difference is due to the number of related years of experience the male incumbent had versus the number of related years the female had. The female incumbent came from within the department. She worked her way up from a Permit Processor to the Development Review Supervisor. The male incumbent has a degree in Planning and worked for the City as a Planner before moving to West Jordan as a Planning Manager then back to the City in the Development Review Supervisor.

### **Airport Operations Manager**

The female incumbent was just promoted into this role a couple weeks ago. She has worked for the City since 2014 and was previously in a landside supervisory role. By comparison, the other two male incumbents have worked for the Airport since 2003 and 2009, respectively. It is anticipated the female incumbent's salary will be adjusted once she is settled into this new role.

### **Social Service Worker**

The male incumbents in this position have 23 and 13 years' experience compared to the female incumbent, who has about 3 years of experience.

### **Forensic Scientist II**

The 3 female incumbents were reclassified to a Forensic Scientist II in April 2018; therefore, they are new to the position. The male incumbent has 15 years' experience along with certifications and a master's degree.

### **Community Liaison**

The male incumbent is credited for prior service time spent in the Utah State Legislature giving him relatable experience. The other 2 incumbents female are fairly new to the field.

### **Contract Development Specialist**

There are 2 female incumbents. One of those females earns more than the male incumbent. The other female is very new to the field and just recently promoted, in the learning phase of the job.

### **Airport Operations Terminal Landside Supervisor**

Airport is currently in the process of making pay adjustments; therefore, this should reduce the gap between male and female incumbents.



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



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