



CITY OF MENIFEE

SUBJECT: Preliminary Results for Comprehensive Classification and Compensation Study

MEETING DATE: June 5, 2024

TO: Mayor and City Council

PREPARED BY: Bryan Melton, Human Resources Analyst

REVIEWED BY: Jonathan Nicks, Deputy City Manager

APPROVED BY: Armando G. Villa, City Manager

RECOMMENDED ACTION

1. Receive and review the preliminary results for the City of Menifee Comprehensive Classification and Compensation Study.

DISCUSSION

Generally conducted once every five years, a classification and compensation study assists the City in simplifying and updating job classification structures, evaluating market and internal structure alignment, identifying career progression paths, and addressing recruitment and retention needs. The City's most recent classification and compensation study was completed in 2016, based on the Fiscal Year (FY) 2015/2016 organizational structure of 67 full-time equivalent (FTE) employees. Gradually increasing each year, the City's FTE employee count reached 330.4 in FY 2023/2024, further supporting the need to properly evaluate new classifications and departments since the last classification and compensation study.

On June 15, 2022, the City Council approved a Professional Services Agreement with Koff & Associates, Inc. ("Koff") for the Comprehensive Classification & Compensation Study ("Study") for a total cost of \$224,230. The City Council subsequently approved Amendment No. 1 on June 21, 2023, extending the term of the Professional Services Agreement to December 31, 2023.

The first component of the Study addressed classifications, focusing on assigned job duties and job-related requirements for successful performance. Employees were asked to complete Position Description Questionnaires (PDQs), which served as a tool for collecting meaningful information about the specific characteristics of a single position. The PDQ describes duties, responsibilities, complexity, supervisory relationships, and other details of a position. Additionally, the PDQ focuses on the duties and responsibilities of the position, not characteristics or performance of the person doing the job.

A total of 98 Position Description Questionnaires (PDQ) were completed by employees and subsequently reviewed by supervisors, managers, and directors. This resulted in 49 interviews conducted by Koff to review PDQs and job scope, duties, and functions either individually or as a group (e.g. several Maintenance Workers together). Department Directors and Division Managers were offered meetings with Koff to discuss any changes before the classifications were finalized.

Preliminary classification recommendations from Koff include:

- 31 Title Changes
 - 10 consolidations for Maintenance Worker classifications
 - 10 adjustments to create consistent series “I/II” positions (e.g. IT Technician I/II)
 - 9 title clarifications (e.g. PD Records Supervisor to Police Records Supervisor)
 - 2 adjustments for market consistency (e.g. Principal Engineer to Principal Civil Engineer)
- 24 Reclassifications
 - 8 implemented and reflected in current FY 2023/2024 budget
 - 16 require further review by departments with possible gradual implementation

The second component of the Study addressed compensation, comparing the total compensation of benchmark positions against the 12 Council approved comparator agencies selected based upon similarities in population, organizational structure, operating budget, and geographic location. Total compensation is comprised of base salary, health benefit contributions, retirement, stipends, and the value of leave time. Benchmark classifications were selected as a sample of the City’s workforce, focusing on journey-level and mid-career classifications. The benchmark classifications are used as a means of anchoring the City’s overall compensation plan to the market. The Study included 81 of the City’s 133 classifications, which represents 242 of 302 full-time positions (approximately 80%). Classifications not surveyed will be aligned with the benchmark classifications using internal equity principles.

Preliminary compensation results from Koff include:

- Menifee is above the median, with seven to eight comparators paying lower depending on classification
- 8 positions are below market (i.e. more than 5% below the median)
- 152 positions are at market (i.e. within 5% above/below the median)
- 82 positions are above market (i.e. more than 5% above the median)

This Study serves as a tool to help City leaders better understand and make future compensation decisions and assist in developing strategies to attract and retain qualified staff. Although Koff’s report shows that a majority of positions are at or above the market, the study also suggest that the City review the positions that are below the market with possible compensation adjustments over a period time, such as 0.5% or 2% per year until the positions are more aligned with the market. The study does acknowledge that any market adjustments to positions are dependent upon the City’s budget capacity.

STRATEGIC PLAN OBJECTIVE

Regular City Business

FISCAL IMPACT

There is no fiscal impact associated with the recommended action. However, if subsequent action is taken by the City Council to address changes in personnel reclassifications and compensation, overall personnel costs (including salaries and benefits) would potentially increase, dependent on the positions affected.

ATTACHMENTS

1. Menifee Classification Study Report
2. Menifee Total Compensation Report