
Council Presentation for Review and Evaluation of the PFP Evaluation System (Part 1 of 2)

City of Dover, Delaware



October 13, 2008



*Management
Advisory
Group, Inc.*

City of Dover - Review and Evaluation of the PFP Evaluation System

Overview of Presentation:



- Study Questions
- Study Approach and Methodology
- Survey Findings
- Study Recommendations
- Implementation



*Management
Advisory
Group, Inc.*

Study Questions

- Is the system providing equitable compensation?
- Is Pay Plan Maintenance working?
- Are the market surveys maintaining salaries with the market?
- Are salaries moving ahead of the market?
- Are salaries lagging behind the market?
- Are employees at higher salary levels advancing faster?
- Are entry level salaries in conformity with local market jobs?



City of Dover - Review and Evaluation of the PFP Evaluation System

Study Questions

- Does the local market survey being performed by HR correspond with the original market survey methodology in the original PAS study?
- Are new employees being placed properly within salary ranges?
- Have re-titling and re-grading been merit based?
- Are the evaluative criteria being administered fairly and advancing the mission of the organization?



***City of Dover* - Review and Evaluation of the PFP Evaluation System**

Approach and Methodology

- Management and Committee Meetings
- Job Descriptions Review
- Review of Survey Data
- Administrative Issue Forms by Managers
- Job Analysis
- Report Tables and Report



*Management
Advisory
Group, Inc.*

Findings on Study Questions

- Is the system providing equitable compensation?

2003 changes created compression issues.
HR challenged to assign new/changed titles.

- Is Pay Plan Maintenance working?

Moderate to high # of changes.

- Are the market surveys maintaining salaries with the market?

Not being done on routine basis.
Annual structure adjustments very helpful.



City of Dover - Review and Evaluation of the PFP Evaluation System

Findings on Study Questions

- Are salaries moving ahead of the market? No
- Are salaries lagging behind the market? Some; selected.
- Are employees at higher salary levels advancing faster? No.
- Are entry level salaries in conformity with local market jobs?
 - Lower level jobs: ok
 - Technical jobs: need flexibility for skills
 - Higher level jobs: hire up to midpoint



*Management
Advisory
Group, Inc.*

City of Dover - Review and Evaluation of the PFP Evaluation System

Findings on Study Questions

- Does the local market survey being performed by HR correspond with the original market survey methodology in the original PAS study?

Not really being done; HR turnover

- Are new employees being placed properly within salary ranges?

Yes.

- Have re-titling and re-grading been merit based?

Overall, the City has been responsible with re-grading and re-titling.



*Management
Advisory
Group, Inc.*

***City of Dover* - Review and Evaluation of the PFP Evaluation System**

Findings on Study Questions

- Are the evaluative criteria being administered fairly and advancing the mission of the organization?

The system has not been maintained as conceived, due to several factors.

2003 changes

A number of positions not factored

Descriptions and point values not always matched.



*Management
Advisory
Group, Inc.*

Related Findings

- Only 11 positions within 10% of current maximum.
- Only 15 positions within 10% of current minimum.
- Of 17 positions hired within 18 months, 9 are near midpoint.
- Seven (7) positions promoted in last year.



**City of Dover - Review and Evaluation of the
PFP Evaluation System**

Management Positions

➤	City Manager:	Grade 137 to 139
➤	Controller/Treasurer:	137
➤	Public Utilities Manager:	134 to 136
➤	Public Services Manager:	134 to 136
➤	Chief of Police:	134 to 136
➤	Planning and CD Director:	131 to 134
➤	IT Director:	132 to 133
➤	Senior City Administrator:	130 to 132
➤	Parks and Recreation Director:	128 to 132
➤	Human Resources Director:	130 to 132
➤	Central Services Director:	132
➤	Library Director:	124 to 127
➤	City Clerk:	123 to 127



*Management
Advisory
Group, Inc.*

Implementation Option

- *All employees placed within an assigned range for their job class.*
- *Everyone moved at least to the minimum.*
- *Same criteria as PAS study.*
- *Considered equity adjustments, not raises. Limit of \$9,999.*
- *17 of 89 positions with adjustments.*
- *Estimated annualized implementation: \$43,116, or .91%.*

