



Memorandum

April 3, 2023

TO: Mayor Jerry L. Demings
- AND -
County Commissioners

FROM: Dr. Yvette Best, Human Resources Director

A handwritten signature in black ink, appearing to read "Yvette Best".

SUBJECT: Consent Agenda Item – April 11, 2023
Non-Bargaining Pay Plan Structure Adjustments, Employee Salary Increase, and
Special Pay Adjustment Proposal

Over the last few years, the County, similar to many other employers, has faced challenges recruiting and retaining employees, which has impacted County service levels. In an effort to address some of the key concerns in this tight labor market, Human Resources (HR) partnered with Evergreen Solutions, a third-party HR consulting firm, for the purpose of conducting a comprehensive compensation benchmark study for non-bargaining positions in all job families. The market competitiveness for bargaining positions is managed through the contract negotiation process and structure alignments / pay adjustments have been done regularly to address external market equity for union positions. There has not been any review done for non-bargaining positions in the last several years and non-bargaining employees did not receive any salary increases in FY20-21 which has impacted the ability to recruit and retain talent in these positions. The scope of the Evergreen study was to conduct an external labor market comparison of key positions to understand the competitiveness of Orange County non-bargaining Pay Ranges and employee placement in the range.

Evergreen conducted a comprehensive evaluation of the pay plans as well as conducted a custom survey to collect market data for Orange County benchmark positions. Based on the survey results, the recommendation from Evergreen Solutions is to adjust the pay plans to make them more aligned to the market. The study also highlights the low penetration of employees in the pay ranges and strongly recommends adjusting employees based on tenure.

HR has utilized the recommendations from Evergreen Solutions to develop the structure adjustments and employee salary increase plans within the budget in the current FY 22-23 allocated towards Personnel Services. No additional funding is needed to implement the

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proposal. To ensure internal and external equity of existing employees the Human Resources Division recommends the following:

A. Non-Bargaining Pay Plan Structure Adjustments

- Adjust the minimum of the structure by an average of 4.2% for pay ranges in the Regular Pay Plan
- Adjust the minimum of the structure for Administrative and the Mayor/Board of County Commissioners Staff Pay Plans, by 4%.
- Adjust the spread of the ranges between 45% - 65% based on pay grade level.

B. Non-Bargaining Salary Increase

- In order to avoid compression due to structure alignment, all non-bargaining employees will receive a standard 4% salary increase as an adjustment to their base hourly rate and/or lump sum, as necessary.
- The salary increase is proposed to be effective May 14, 2023, upon Board approval.
- The County Administrator has requested to be exempt from the Salary Increase program.

C. Special Pay Adjustment

- A tenure-based special pay adjustment will be implemented for all eligible employees who have not penetrated the pay range in line with their tenure.
- If eligible, the employees will receive an additional 3% increase effective May 28, 2023, upon Board approval.
- Employees have to meet performance standards to be eligible for special pay adjustment.

ACTION REQUESTED: Approval of Regular, Administrative and Mayor/Board of County Commissioners Staff Pay Plan Structural Adjustment, Salary Increase, and Special Pay Adjustment Programs

Regular Pay Plan FY 22-23

BCC Mtg. Date: April 11, 2023

Grade	Proposed Hourly Minimum	Proposed Hourly Midpoint	Proposed Hourly Maximum	Proposed Annual Minimum	Proposed Annual Midpoint	Proposed Annual Maximum
10	\$16.40	\$20.09	\$23.78	\$34,112.00	\$41,787.20	\$49,462.40
11	\$17.22	\$21.10	\$24.97	\$35,817.60	\$43,877.60	\$51,937.60
12	\$18.08	\$22.68	\$27.12	\$37,606.40	\$47,174.40	\$56,409.60
13	\$19.49	\$25.34	\$31.18	\$40,539.20	\$52,696.80	\$64,854.40
14	\$21.01	\$27.32	\$33.62	\$43,700.80	\$56,815.20	\$69,929.60
15	\$22.65	\$29.45	\$36.24	\$47,112.00	\$61,245.60	\$75,379.20
16	\$24.42	\$31.75	\$39.07	\$50,793.60	\$66,029.60	\$81,265.60
17	\$26.32	\$34.22	\$42.11	\$54,745.60	\$71,167.20	\$87,588.80
18	\$28.37	\$36.88	\$45.39	\$59,009.60	\$76,710.40	\$94,411.20
19	\$30.58	\$39.76	\$48.93	\$63,606.40	\$82,690.40	\$101,774.40
20	\$32.97	\$42.86	\$52.75	\$68,577.60	\$89,148.80	\$109,720.00
21	\$35.54	\$46.20	\$56.86	\$73,923.20	\$96,096.00	\$118,268.80
22	\$38.31	\$49.81	\$61.30	\$79,684.80	\$103,594.40	\$127,504.00
23	\$41.30	\$53.69	\$66.08	\$85,904.00	\$111,675.20	\$137,446.40
24	\$44.52	\$57.88	\$71.23	\$92,601.60	\$120,380.00	\$148,158.40
25	\$47.99	\$62.39	\$76.78	\$99,819.20	\$129,760.80	\$159,702.40
25F	\$34.18	\$44.44	\$54.69	\$99,805.60	\$129,764.80	\$159,694.80
26	\$51.73	\$67.25	\$82.77	\$107,598.40	\$139,880.00	\$172,161.60
51	\$58.66	\$76.26	\$93.86	\$122,012.80	\$158,620.80	\$195,228.80
52	\$63.66	\$82.76	\$101.86	\$132,412.80	\$172,140.80	\$211,868.80
53	\$70.90	\$92.17	\$113.44	\$147,472.00	\$191,713.60	\$235,955.20
54	\$79.22	\$102.99	\$126.75	\$164,777.60	\$214,208.80	\$263,640.00
55	\$90.64	\$117.83	\$145.02	\$188,531.20	\$245,086.40	\$301,641.60
56	\$100.98	\$131.28	\$161.57	\$210,038.40	\$273,052.00	\$336,065.60

Administrative Pay Plan FY 22-23

BCC Mtg. Date: April 11, 2023

Grade	Proposed Hourly Minimum	Proposed Hourly Midpoint	Proposed Hourly Maximum	Proposed Annual Minimum	Proposed Annual Midpoint	Proposed Annual Maximum
935	\$45.60	\$59.28	\$72.96	\$94,848.00	\$123,302.40	\$151,756.80
945	\$53.35	\$69.36	\$85.36	\$110,968.00	\$144,268.80	\$177,548.80
955	\$61.71	\$80.23	\$98.74	\$128,356.80	\$166,878.40	\$205,379.20
965	\$63.24	\$82.21	\$101.18	\$131,539.20	\$170,996.80	\$210,454.40
975	\$68.35	\$88.86	\$109.36	\$142,168.00	\$184,828.80	\$227,468.80
980	\$70.39	\$93.27	\$116.14	\$146,411.20	\$194,001.60	\$241,571.20
985	\$79.05	\$104.74	\$130.43	\$164,424.00	\$217,859.20	\$271,294.40
995	\$91.80	\$121.64	\$151.47	\$190,944.00	\$253,011.20	\$315,057.60

Mayor/BCC Staff Pay Plan FY 22-23

BCC Mtg. Date: April 11, 2023

Grade	Proposed Hourly Minimum	Proposed Hourly Midpoint	Proposed Hourly Maximum	Proposed Annual Minimum	Proposed Annual Midpoint	Proposed Annual Maximum
200	\$15.91	\$20.69	\$25.46	\$33,092.80	\$43,035.20	\$52,956.80
202	\$16.65	\$21.65	\$26.64	\$34,632.00	\$45,032.00	\$55,411.20
204	\$20.81	\$27.06	\$33.30	\$43,284.80	\$56,284.80	\$69,264.00
208	\$25.03	\$32.54	\$40.05	\$52,062.40	\$67,683.20	\$83,304.00
210	\$26.62	\$34.61	\$42.59	\$55,369.60	\$71,988.80	\$88,587.20
212	\$29.91	\$38.89	\$47.86	\$62,212.80	\$80,891.20	\$99,548.80
214	\$41.80	\$54.34	\$66.88	\$86,944.00	\$113,027.20	\$139,110.40
216	\$49.22	\$63.99	\$78.75	\$102,377.60	\$133,099.20	\$163,800.00
218	\$56.54	\$73.50	\$90.46	\$117,603.20	\$152,880.00	\$188,156.80