



# Class & Compensation Study

City of Tacoma | Human Resources Department

**City Council/Public Utility Board Study Session  
May 11, 2021**



## AGENDA



- Background
- Actions Pre-COVID
- Study Pause
- Actions Study Relaunch
- Project Timeline
- Next Steps

## BACKGROUND



- City Manager's 2018-2019 performance goals included request by City Council to conduct a classification and compensation study
- City recognized need to modernize/adjust the current compensation system to attract/retain employees
  - 10 years since last comprehensive study completed
- Request for Proposal (RFP) for Class and Comp Study focused primarily on Non-Represented classifications
  - Gallagher Benefit Services was selected as the consultant with engagement starting in March 2019

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## ACTIONS PRE-COVID



- Class and Compensation Study Kick-Off Meetings Held (April 2019)
- Communication Strategy Developed and Implemented (April 2019)
- Position Description Questionnaire (PDQ) Process Completed (May 2019)
- On-Site Occupational Panel Interviews Completed (June 2019)
- City's Compensation Philosophy Adopted By City Council (December 2019)

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## ••• ACTIONS PRE-COVID



- New Classification Structure Developed (March 2020)
- New Compensation Structure (March 2020)
  - Consultant was reviewing and validating data received for benchmark classifications from:
    - custom survey of comparable cities/organizations
    - published survey sources
  - Performing statistical analysis to develop new recommended compensation structure(s) for all non-represented classifications

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## ••• STUDY PAUSE



- The study was placed on hold in March of 2020 as the City prioritized its emergency response to the COVID-19 pandemic
- The City's intent was to re-engage its consultant, Gallagher Benefit Services, Inc., at the earliest possible time to continue the study with the least amount of re-work
- Additional funding to complete the study was approved by the City Council as part of the City's 2021-2022 Biennial Budget

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## ••• ACTIONS STUDY RELAUNCH



- Began communications with employees on the study relaunch
- The consultant resumed their work at the beginning of 2021
- When the study was placed on hold, many components of the study were not complete
- Some data needed to be refreshed due to the project being placed on hold to ensure that final study results were compiled using the most up-to-date information available
  - They have been busy refreshing compensation and City census data
  - Performing statistical analysis to develop new recommended compensation structure(s) for all non-represented classifications
- Moratorium was placed on all non-represented changes

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## ••• Project Timeline



PHASE	DESCRIPTION	Class & Comp Study Timeline Updated 2021					
		Jan - Feb	Mar - Apr	May - June	July - Aug	Sept - Oct	Nov - Dec
I	Study Initiation and Administration						
II	Classification Study						
III	Compensation Study						
IV	Submit Final Report						

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## NEXT STEPS



- Prepare Implementation/Cost Analysis
- Prepare Pay Practices and Benefits Analysis
- Prepare Draft Report of Study Findings/  
Implementation Recommendations
- Presentation to City Council & Public Utility Board  
(Third Quarter of 2021)

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**New Council Member Update Meeting  
May 11, 2021**

