



Goodhue County

Minnesota

COMMITTEE OF THE WHOLE AGENDA
COUNTY BOARD ROOM
GOVERNMENT CENTER
RED WING, MN

APRIL 4, 2023
10:00 A.M.

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 266 673 214 074
Passcode: wknxqK

Or call in (audio only)

[+1 872-240-8960,,925976225#](tel:+18722408960)

Phone Conference ID: 925 976 225#

Pay Strategies Presentation II - Dr. Tessia Melvin

Documents:

[COW April.pdf](#)



GOODHUE COUNTY MINNESOTA
TO EFFECTIVELY PROMOTE THE SAFETY, HEALTH, AND WELL-BEING OF OUR RESIDENTS

Committee of the Whole



DDA
Human Resources, Inc.
a David Drown Associates Company

Project Scope

- ▶ 2022: Market Analysis
- ▶ 2022: Addressed some job classifications
- ▶ 2022: Recalibrated grid
- ▶ 2023: Ongoing Maintenance
 - ▶ Review 1/3 of job descriptions (87-91 and HHS)
 - ▶ Review and update job descriptions
 - ▶ Review current classifications (Jailers, Appraisers, Engineering Technicians and Nurses)
 - ▶ Market Analysis
 - ▶ Pay Equity
 - ▶ AMC/LMC Salary Data
 - ▶ HR Assistance
 - ▶ Job writing and classification
- ▶ 2024: Move out of Merit?

Goal for 2023



Address compression, create more grades



Try to get into one pay
grid



Address grades 87-91



Review entry level pay



Review targeted jobs

Decisions Asked at last meeting

- ▶ Benchmark group: keep for arbitration, but weight/ tier
- ▶ Recalibrate pay grid to add more grades, reduce compression
- ▶ Set pay philosophy
- ▶ Move HHS to one grid
- ▶ Address grades 87-91
- ▶ **Implementation Date**



Board Direction

- ▶ Take off first 2 steps and add 2 steps to grade
- ▶ Increase number of grades
- ▶ Pay Philosophy
 - ▶ 90th Percentile of Benchmarks



Market Analysis

Job Title	2023 Goodhue	2023 Goodhue	2023 Goodhue	2023 Bench	2023 Bench	2023 Bench	2023 Bench	2023 Bench	2023 Bench	2023 Bench	2023 Bench	2023 Bench	Min % of Bench	Max % of Bench	Actual % of Bench	Min % of Bench	Max % of Bench	Actual % of Bench
	MIN	Max	Actual	MIN	MAX	Actual	90th	Max 90th	90th	Min	Max	Actual	90th Min	90th Max	Actual	90th Min	90th Max	Actual
ADC ADMINISTRATOR	\$36.15	\$56.04	\$39.78	\$36.82	\$50.35	\$47.04	\$40.30	\$55.36	\$55.36	98%	111%	85%	90%	101%	72%			
ADC LIEUTENANT	\$33.48	\$51.89	\$43.54	\$35.97	\$51.88	\$47.55	\$39.77	\$62.47	\$56.45	93%	100%	92%	84%	83%	77%			
ADC SERGEANT	\$28.19	\$43.69	\$38.07	\$28.79	\$40.51	\$35.87	\$31.68	\$47.68	\$41.06	98%	108%	106%	89%	92%	93%			
ADC PROGRAM COORDINATOR	\$25.62	\$39.72	\$34.61	\$26.27	\$35.46	\$30.87	\$30.06	\$41.69	\$35.73	98%	112%	112%	85%	95%	97%			
DETENTION DEPUTY	\$23.29	\$36.11	\$27.89	\$23.89	\$32.47	\$28.14	\$25.10	\$36.21	\$31.10	98%	111%	99%	93%	100%	90%			
APPRAISER TRAINEE	\$22.16	\$31.74	\$24.08	\$28.93	\$41.49	\$32.06	\$31.81	\$49.73	\$33.69	77%	77%	75%	70%	64%	71%			
SR ENGINEERING TECH	\$28.19	\$43.69	\$40.88	\$29.04	\$39.71	\$36.19	\$31.78	\$46.27	\$40.58	97%	110%	113%	89%	94%	101%			
ENGINEERING TECH I	\$25.62	\$39.72	\$26.91	\$24.87	\$34.92	\$27.39	\$26.23	\$38.65	\$31.32	103%	114%	98%	98%	103%	86%			
HWY EQUIPMENT OPERATOR	\$23.29	\$36.11	\$27.47	\$23.53	\$31.95	\$27.80	\$25.80	\$35.46	\$28.92	99%	113%	99%	90%	102%	95%			
RN HEALTH ED	\$27.61	\$47.06	\$30.22	\$30.48	\$41.26	\$37.14	\$32.04	\$43.72	\$41.22	91%	114%	81%	86%	108%	73%			
PH NURSE DP & C	\$28.96	\$49.19	\$32.99	\$32.27	\$44.40	\$40.63	\$34.71	\$49.09	\$44.00	90%	111%	81%	83%	100%	75%			
PH SUPERVISOR HEALTH ED	\$34.46	\$53.58	\$43.17	\$34.92	\$49.41	\$44.85	\$39.01	\$59.15	\$52.16	99%	108%	96%	88%	91%	83%			
										95%	107%	95%	87%	94%	84%			
										Full Market Averages			90th % of Full Market					

Job Title	2023 Goodhue		2023 Goodhue	2023 Bench	2023 Bench	2023 Bench	Min % of Bench	Max % of Bench	Actual % of Bench
	MIN	Max	Actual	90th	Max 90th	90th	90th Min	90th Max	Actual
ADC ADMINISTRATOR	\$36.15	\$56.04	\$39.78	\$40.30	\$55.36	\$55.36	90%	101%	72%
ADC LIEUTENANT	\$33.48	\$51.89	\$43.54	\$39.77	\$62.47	\$56.45	84%	83%	77%
ADC SERGEANT	\$28.19	\$43.69	\$38.07	\$31.68	\$47.68	\$41.06	89%	92%	93%
ADC PROGRAM COORDINATOR	\$25.62	\$39.72	\$34.61	\$30.06	\$41.69	\$35.73	85%	95%	97%
DETENTION DEPUTY	\$23.29	\$36.11	\$27.89	\$25.10	\$36.21	\$31.10	93%	100%	90%
APPRAISER TRAINEE	\$22.16	\$31.74	\$24.08	\$31.81	\$49.73	\$33.69	70%	64%	71%
SR ENGINEERING TECH	\$28.19	\$43.69	\$40.88	\$31.78	\$46.27	\$40.58	89%	94%	101%
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PH SUPERVISOR HEALTH ED	\$34.46	\$53.58	\$43.17	\$39.01	\$59.15	\$52.16	88%	91%	83%
							87%	94%	84%
							90th % of Full Market		

► Why are you losing employees

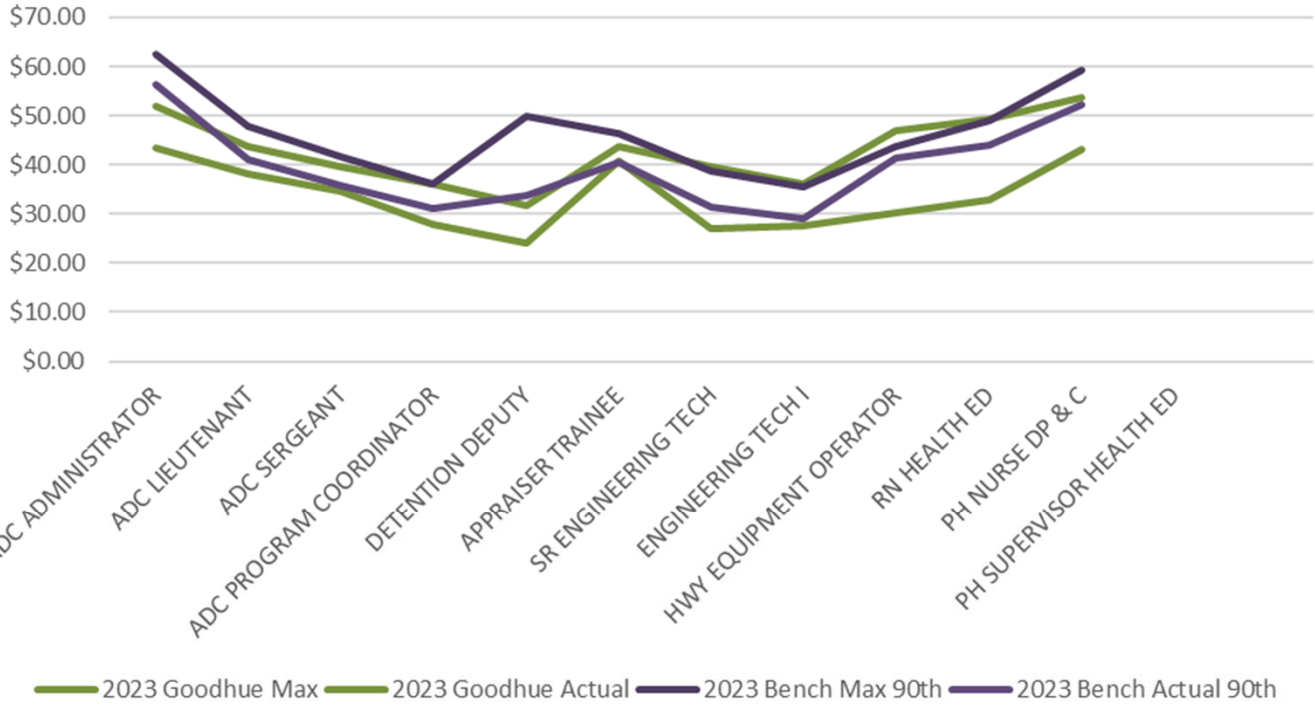
► Minimum rates too low

- Negatively impacts actual pay
- Start people below the market, they get frustrated and cannot wait til their maximum rate and leave
- Too long to get to the top, where is equivalent to market

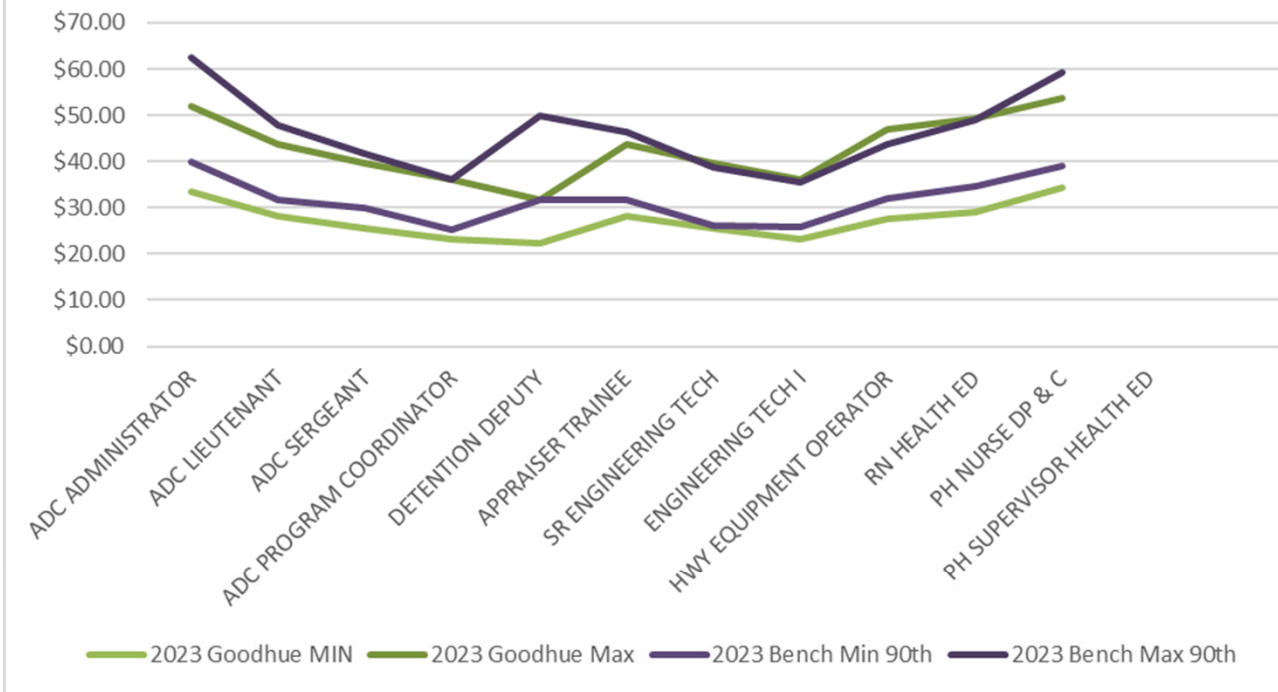
► Pay Grid is about 10% under market

► Compression issue when being promoted

Goodhue to 90th percentile of market



Goodhue to 90th percentile of market



- ▶ Wage Spread (Difference between min and max rate)
 - ▶ Goodhue 55%
 - ▶ Market 38%
 - ▶ Olmstead only one over 50%
 - ▶ Due to wage spread, you are below minimum rates, which is why you are hiring at steps 3, 4 and 5
 - ▶ 13% under 90th percentile of market
 - ▶ 16% under actual rates when comparing 90th percentile of market
 - ▶ 12 steps to get to maximum pay
 - ▶ Most benchmarks 8-10

A graphic on the right side of the slide featuring the text "Market Analysis" in white. The background consists of several overlapping, semi-transparent geometric shapes in shades of dark purple, teal, and dark grey, creating a modern, abstract design.

Market Analysis

Recalibrating Pay Grid

Take off first 2 steps and add 2 steps
to grade

Increase number of grades

OLD 76-91 (15)

New 1-23 (23)

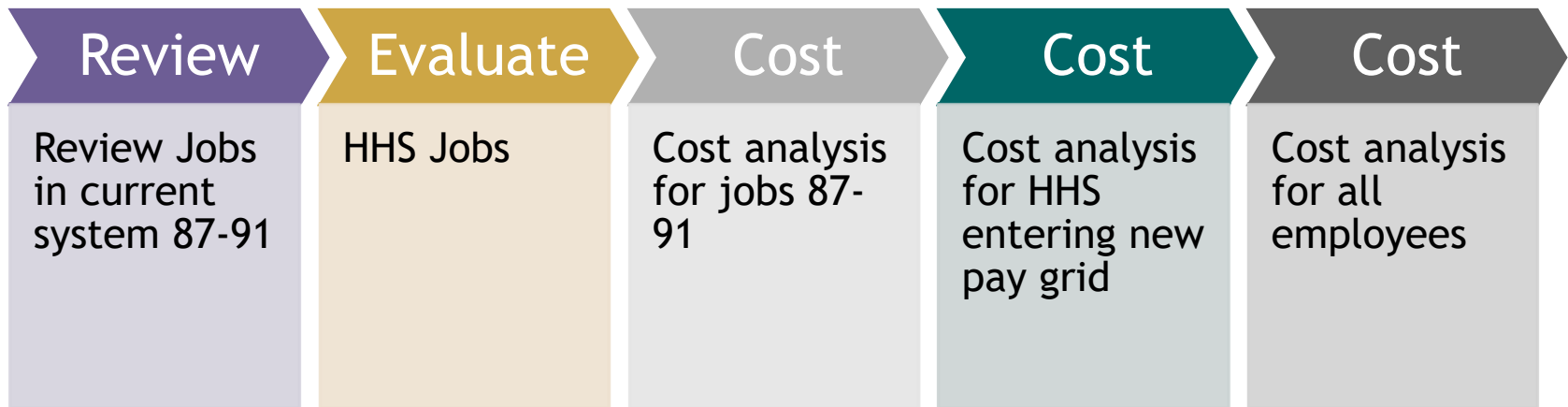
	Steps											
	80%	84%	88.00%	92.00%	96.00%	100.00%	104.00%	108.00%	112.00%	116.00%	120.00%	124.00%
#	1	2	3	4	5	6	7	8	9	10	11	12
1	\$18.25	\$19.16	\$20.08	\$20.99	\$21.90	\$22.81	\$23.73	\$24.64	\$25.55	\$26.46	\$27.38	\$28.29
2	\$19.16	\$20.12	\$21.08	\$22.04	\$23.00	\$23.95	\$24.91	\$25.87	\$26.83	\$27.79	\$28.75	\$29.70
3	\$20.12	\$21.13	\$22.13	\$23.14	\$24.15	\$25.15	\$26.16	\$27.16	\$28.17	\$29.18	\$30.18	\$31.19
4	\$21.13	\$22.18	\$23.24	\$24.30	\$25.35	\$26.41	\$27.47	\$28.52	\$29.58	\$30.64	\$31.69	\$32.75
5	\$22.18	\$23.29	\$24.40	\$25.51	\$26.62	\$27.73	\$28.84	\$29.95	\$31.06	\$32.17	\$33.28	\$34.39
6	\$23.29	\$24.46	\$25.62	\$26.79	\$27.95	\$29.12	\$30.28	\$31.45	\$32.61	\$33.78	\$34.94	\$36.11
7	\$24.46	\$25.68	\$26.90	\$28.13	\$29.35	\$30.57	\$31.80	\$33.02	\$34.24	\$35.46	\$36.69	\$37.91
8	\$25.68	\$26.97	\$28.25	\$29.53	\$30.82	\$32.10	\$33.39	\$34.67	\$35.95	\$37.24	\$38.52	\$39.81
9	\$26.97	\$28.31	\$29.66	\$31.01	\$32.36	\$33.71	\$35.05	\$36.40	\$37.75	\$39.10	\$40.45	\$41.80
10	\$28.31	\$29.73	\$31.14	\$32.56	\$33.98	\$35.39	\$36.81	\$38.22	\$39.64	\$41.05	\$42.47	\$43.89
11	\$29.73	\$31.22	\$32.70	\$34.19	\$35.68	\$37.16	\$38.65	\$40.13	\$41.62	\$43.11	\$44.59	\$46.08
12	\$31.22	\$32.78	\$34.34	\$35.90	\$37.46	\$39.02	\$40.58	\$42.14	\$43.70	\$45.26	\$46.82	\$48.38
13	\$32.93	\$34.58	\$36.23	\$37.87	\$39.52	\$41.17	\$42.81	\$44.46	\$46.11	\$47.75	\$49.40	\$51.05
14	\$34.74	\$36.48	\$38.22	\$39.96	\$41.69	\$43.43	\$45.17	\$46.90	\$48.64	\$50.38	\$52.12	\$53.85
15	\$37.00	\$38.85	\$40.70	\$42.55	\$44.40	\$46.25	\$48.10	\$49.95	\$51.80	\$53.65	\$55.50	\$57.35
16	\$39.41	\$41.38	\$43.35	\$45.32	\$47.29	\$49.26	\$51.23	\$53.20	\$55.17	\$57.14	\$59.11	\$61.08
17	\$41.97	\$44.07	\$46.17	\$48.26	\$50.36	\$52.46	\$54.56	\$56.66	\$58.76	\$60.85	\$62.95	\$65.05
18	\$44.70	\$46.93	\$49.17	\$51.40	\$53.64	\$55.87	\$58.11	\$60.34	\$62.58	\$64.81	\$67.05	\$69.28
19	\$47.60	\$49.98	\$52.36	\$54.74	\$57.12	\$59.50	\$61.88	\$64.26	\$66.64	\$69.02	\$71.40	\$73.78
20	\$50.70	\$53.23	\$55.77	\$58.30	\$60.84	\$63.37	\$65.91	\$68.44	\$70.97	\$73.51	\$76.04	\$78.58
21	\$53.99	\$56.69	\$59.39	\$62.09	\$64.79	\$67.49	\$70.19	\$72.89	\$75.59	\$78.29	\$80.99	\$83.69
22	\$57.77	\$60.66	\$63.55	\$66.44	\$69.33	\$72.21	\$75.10	\$77.99	\$80.88	\$83.77	\$86.66	\$89.55
23	\$61.81	\$64.91	\$68.00	\$71.09	\$74.18	\$77.27	\$80.36	\$83.45	\$86.54	\$89.63	\$92.72	\$95.81

- ▶ More grades reduces compression issues
- ▶ More grades allows HHS to enter grid more easily
- ▶ More grades provides incentive to becoming a supervisor
- ▶ Calibrating Pay Grid creates market competitiveness throughout pay grid
- ▶ The counties we use are the counties arbitration group so our labor attorney is really firm on not deviating from that. We just changed pay philosophy.



Benefits of new Pay Grid

Next Steps



Decisions

- ▶ When to implement?
 - ▶ July 1 for grades 87-91
 - ▶ July 1 for HHS
 - ▶ January 1 for all other employees



Questions

