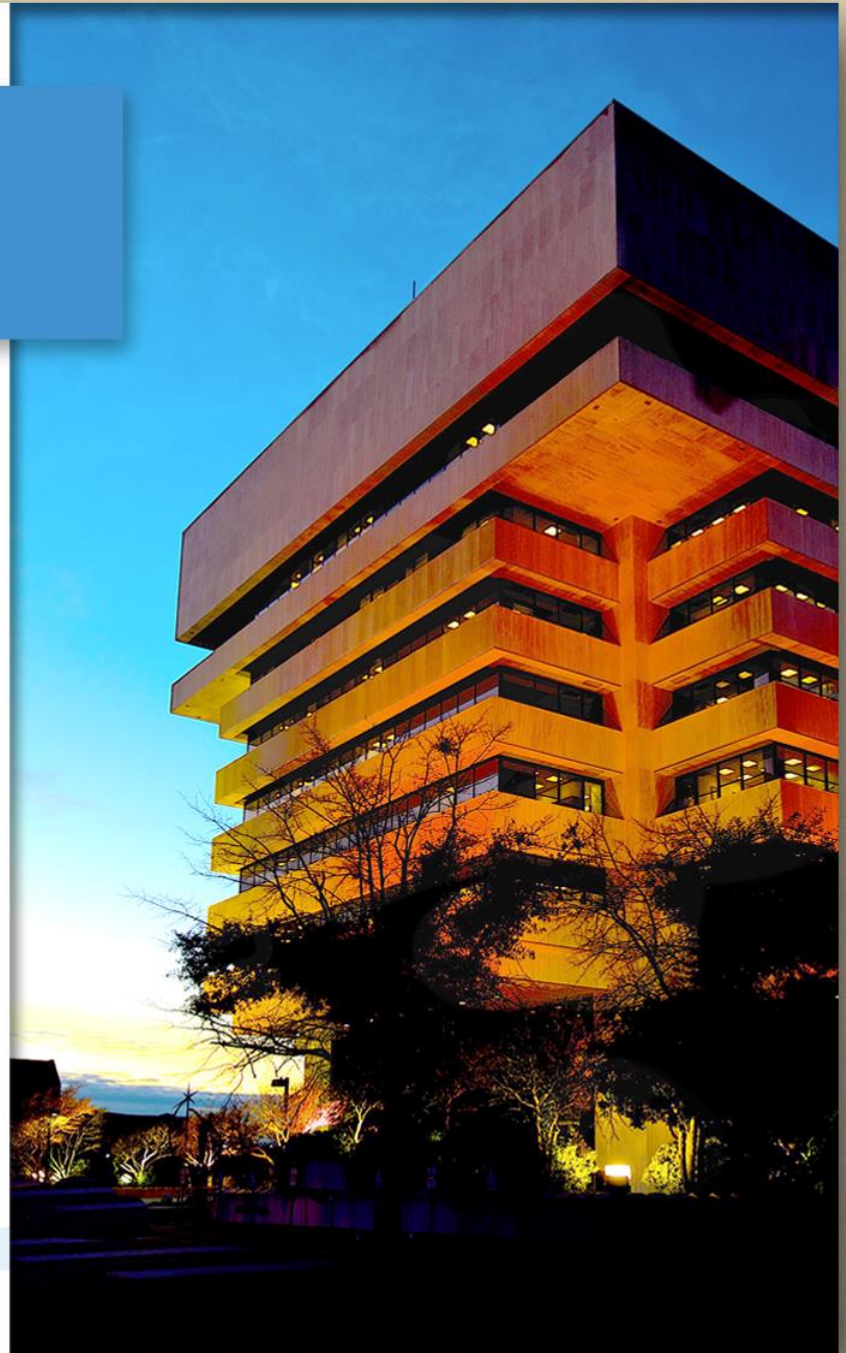


HAMPTON VA

**FY22**  
**Compensation**  
**Considerations**

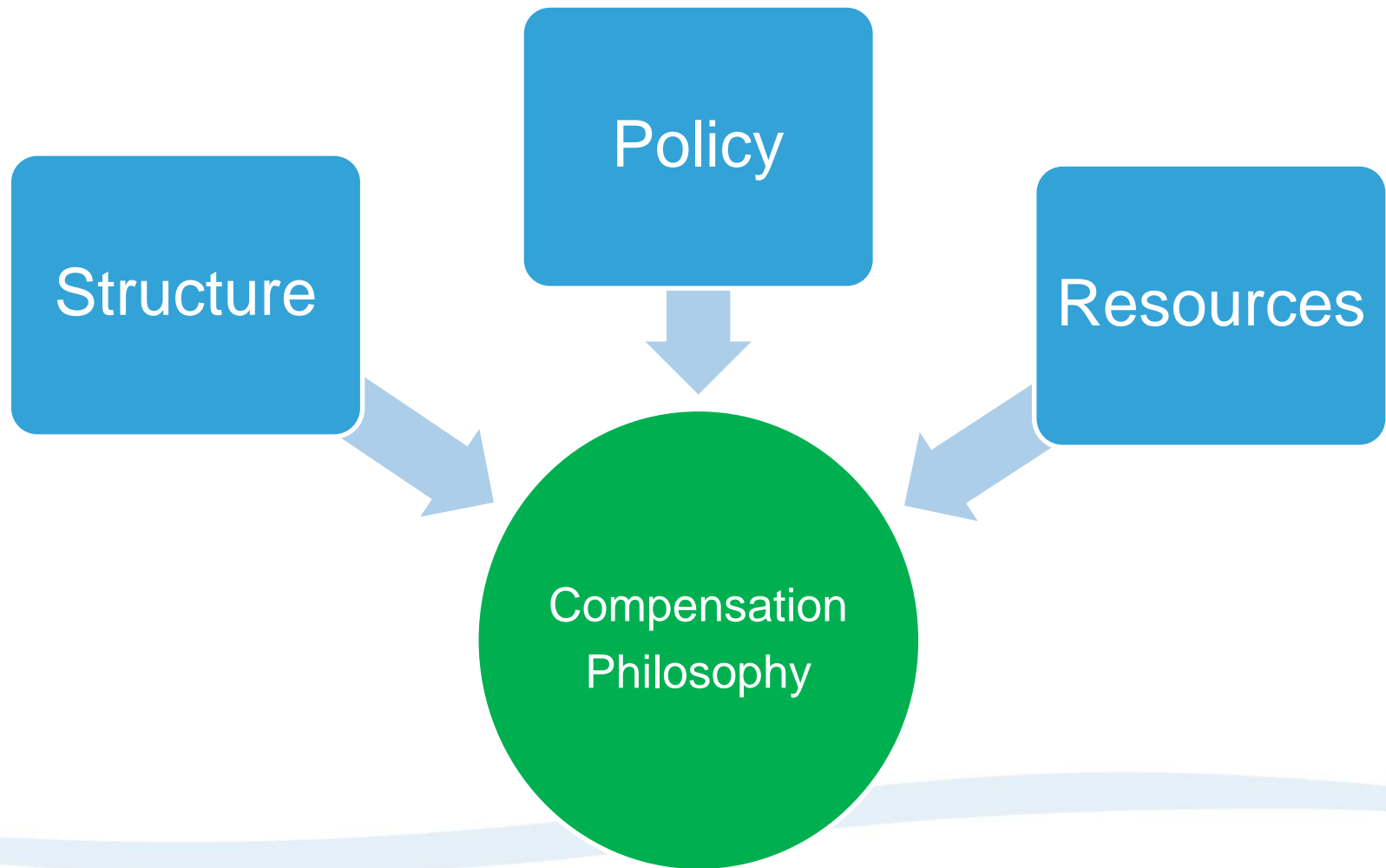
**March 24, 2021**  
**City Council Work Session**



# Agenda

- Compensation Philosophy
- FY22 Salary Considerations
- Public Safety
- Career Progression Strategies and Tools

# Compensation Philosophy



# Compensation Philosophy

([www.payscale.com](http://www.payscale.com))

- A broad set of ideas about how you intend to compensate your employees.

*“We pay the best because we want the best.”*

*“We pay what we can and offer great benefits and a great work environment.”*

*“We pay some position at or below market and others above market in accordance with our talent needs and our strategic plan.”*


- Your compensation philosophy sets the foundation for your compensation policy

# Hampton's Compensation Philosophy

The City of Hampton's goal is to be the employer of choice by meeting the career needs of our employees. We strive to do this through a combination of base pay based on the average in the region, benefits, rewards, and non-monetary incentives to attract, retain and motivate high-performing employees and allow them to earn a competitive total compensation package, based on economic conditions, service delivery to citizens and the financial resources of the community.

# Compensation Structure

([www.payscale.com](http://www.payscale.com))

- The way that something is built, arranged, or organized.
- Pay schedules, pay grades, bonuses, other incentives
  - Aligns with values and strategic priorities
  - Identifies the worth of a position internally and externally (minimum  maximum)

# Pay Range Salary Minimum

- Based on minimum requirements in knowledge, skills and abilities as defined by the job description
  - Minimum requirements  $\neq$  zero experience
  - Current salary and internal equity are considerations
  - Due to staffing shortages, experienced applicants are desired which warrant a higher initial salary

# Entry Point Salary Differences

**Example:** Buyer \$32,526 - \$45,696 - \$59,509

BA in Business, Public Administration; 3 years of governmental purchasing experience; Certified Professional Public Buyer (CPPB) preferred.

## **Employee A:**

3 years, BA Public Administration

Target Salary:

\$32,526-\$34,152

(depending on current salary)

## **Employee B:**

5 years, MPA, CPPB

Target Salary:

\$35,779

(depending on current salary)



# Pay Range Salary Midpoint

- Based on regularly scheduled progression in the range and a determined period of time in the position
- Not as significant
  - Economic conditions
  - Job mobility

# Pay Range Salary Maximum

- Based on the maximum worth of a position resulting from regularly scheduled progression in the range and a determined period of time in the position
  - 25-30 years
  - Can reach maximum sooner based on intermittent salary increases (i.e. promotions, external hire later in career, etc.)

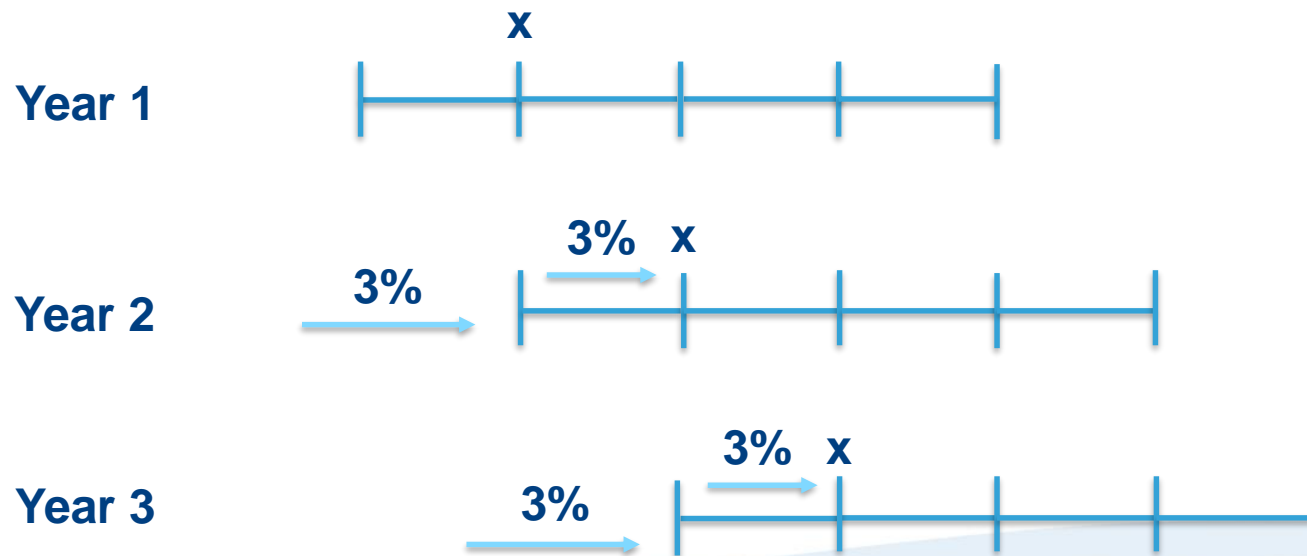
# GWI Increase and Range Increase are the Same

**Starting Salary/Starting Minimum Range: \$50,458**

**Ending Salary: \$53,531**

**Ending Minimum Range: \$53,531**

**Impact:** Although the employee's salary increases, they remain at the minimum of the range along with any potential new hires.



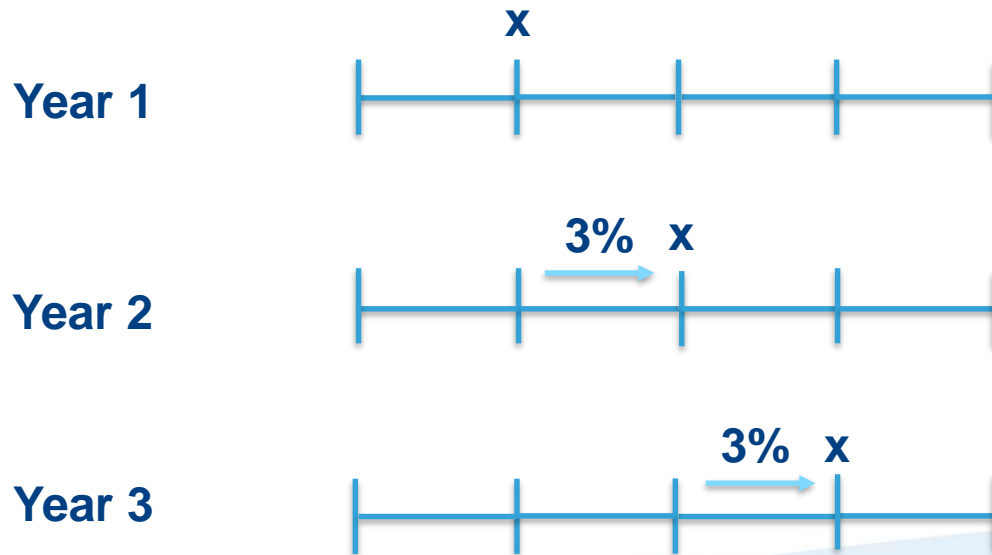
# GWI Increase is Provided and Range Remains Constant

**Starting Salary/Starting Minimum Range: \$50,458**

**Ending Salary: \$53,531**

**Ending Minimum Range: \$50,458**

**Impact:** Employees progress within the range, but our market competitiveness decreases and eventually the range needs adjusting



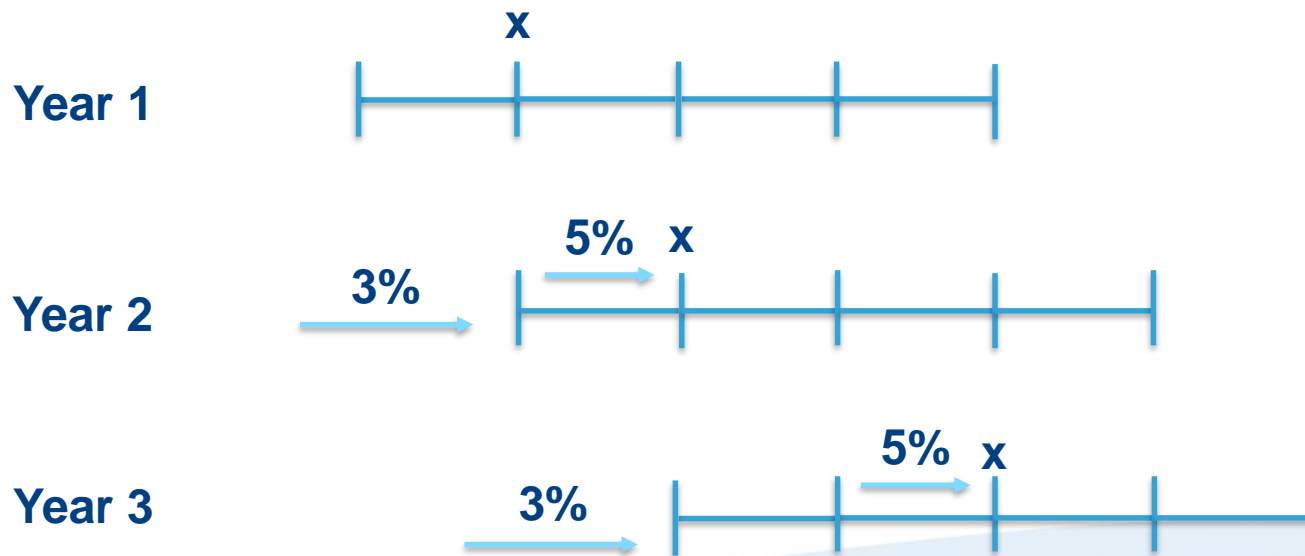
# GWI Increase is Greater than Range Increase

**Starting Salary/Starting Minimum Range: \$50,458**

**Ending Salary: \$55,630**

**Ending Minimum Range: \$53,531**

**Impact:** Ideal situation but can become fiscally challenging to sustain



# Compensation Policy

([www.payscale.com](http://www.payscale.com))

- A legally defensible, definitive course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.
  - Initial hire
  - Performance management
  - Career progression
  - Promotion

# Compensation Considerations: Flexible and Fiscally Sustainable

- Economic uncertainty post-pandemic
- Changing/competing priorities in the community
- Federal and state mandates
- Fiscal responsibilities will impact taxes and services
- Certain pay strategies may lead to adverse staffing actions

# Salary Considerations and the Tax Base

<b>City</b>	<b>Real Estate City-Wide Tax Rate</b>	<b>Value of One Penny</b>
Virginia Beach	1.0175	\$6,375,000
Chesapeake	1.04/1.05	\$3,027,778
Norfolk	1.25	\$2,176,178
Newport News	1.22	\$1,606,891
Hampton	1.24	\$1,164,980
Suffolk	1.11	\$1,111,319
Portsmouth	1.3	\$812,154



# Competitive Wage Increase

- Provides an increase to most employees regardless of performance
- Common method of compensation since economic downturn
- Maintains same “spread” between employees
- Supports a more fiscally stable budget

# Merit Pay

- The amount of increase is based on an employee's performance
- Opportunity for subjective evaluation of performance
- Opportunity for management's inconsistent evaluation of performance
- Differing views of performance between the employee and supervisor may lead to conflict
- False high ratings present fiscal challenges
- Leads to the perception of compression

# Competitive Wage + Merit Bonus

- Competitive Wage provides annual increase
- Merit bonus provides flexibility for departments to recognize high performance resulting from:
  - Additional skills attainment
  - Progressively more challenging work that doesn't rise to the level of a promotion or change in title
  - Certifications demonstrating professional proficiency
  - Time in position with sustained high performance
- Allows for better fiscal sustainability
- Provides monetary lump sum instead of amount spread out over each pay period

# FY 22 Salary Considerations

Provide competitive pay to retain and attract talent  
by:

- Increasing the minimum wage to \$11 per hour
- Implementing the living wage for PFT employees
- Providing competitive wage increases
- Providing compression adjustments
- Updating pay scales
- Providing performance based bonuses and horizontal career progression for targeted positions

# FY 22 Salary Considerations

\$4.2M recurring compensation projected available funding

- Minimum Wage implementation
- Living Wage
- Competitive (General) Wage Increase
- Compression
- Range Adjustments
- Performance Bonuses

# Minimum Wage Increase

- The General Assembly has approved the following increases to the minimum wage:

Date	Amount
5/1/2021 (implemented 2/20/2021)	\$9.50
1/1/2022	\$11.00
1/1/2023	\$12.00
1/1/2025	\$13.50
1/1/2026	\$15.00

- The City is required to implement the \$11/hour minimum wage no later than 1/1/2022
- Projected recurring cost assuming 3% GWI 7/1/2021:
  - \$121,678 (7/1/2021 implementation date)
  - \$60,839 (1/1/2022 implementation date)

# Living Wage Implementation and Range Adjustments

- The annual Living Wage for a full-time employee is \$28,246 or \$13.58/hour
- The current minimum salary range for a PFT employee is \$19,968 or \$9.60/hour
- Significant adjustments would be required to the pay ranges and may result in us being unable to fiscally sustain our position in the market with certain positions
- The State's Minimum Wage schedule presents a phased approach to reach the Living Wage

# Impact of Living Wage Range Adjustment to the Custodian Position

## Current

City	Minimum
Virginia Beach	\$24,273
Suffolk	\$24,170
Chesapeake	\$23,579
Newport News	\$21,339
Norfolk	\$20,099
Hampton	\$19,968
Portsmouth	\$17,491

Market average \$21,825 (6/7)

## With 41.5% Range Adjustment

City	Minimum
Hampton	\$28,247
Virginia Beach	\$24,273
Suffolk	\$24,170
Chesapeake	\$23,579
Newport News	\$21,339
Norfolk	\$20,099
Portsmouth	\$17,491

Market average \$21,825 (1/7)

Rankings subject to change



# Competitive (General) Wage Increase

- The state is providing majority funding for a 5% increase for local school systems as well as constitutional officers
- Localities would like to match what the state is offering, however without state support it is a challenge

<u>GWl %*</u>	<u>Unified</u>	<u>Public Safety</u>	<u>PPT/WAE</u>	<u>Total</u>
1%	\$532,621	\$429,253	\$79,914	\$1,041,788
3%	\$1,597,864	\$1,287,759	\$239,743	\$3,125,366
5%	\$2,663,106	\$2,146,266	\$399,571	\$5,208,943

\* General fund only

# Compression

- Compression occurs when people in the same pay grade with varying levels of experience earn the same amount of money
- Compression is not always related to the time in a job with an organization
  - Police/Fire example: everyone starts as a recruit with the same pay– time on the job in an organization is a good barometer of compression
  - CPA example: time on job in organization MAY not be a good barometer, especially in thinly staffed organizations trying to recruit the strongest and most experienced applicants
    - 5 years of experience here = 5 years experience in another VA locality = same pay

# Compression?

Police Recruit A was hired in 2016 with a salary of \$38,618, which is the minimum of the range. At the conclusion of the Academy, the Recruit's salary was increased to \$43,297. Due to the economy, there have been no general wage increases in the past 5 years. Recruit B was hired in at \$38,618 and just graduated from the Academy and now earns \$43,297, which is the same as Recruit A.

# Compression?

- Yes. Police Recruit A has more years of experience and should make more than Police Recruit B who has just graduated from the Academy. The economic conditions contributed to compression.

# Compression?

- City Planner A was hired in 2016 at the minimum of the range at \$43,588 with 2 years of relevant experience. City Planner B was hired in 2020 with a salary of \$47,947, with 10 years of relevant experience.

# Compression?

No. City Planner B has 10 years of relevant experience, although City Planner A has been employed with the City of Hampton longer. Relevant experiences from other organizations is justification for a new employee to make more than a tenured employee.

# Compression?

Two Public Safety Recruits finish the Academy at the same time earning \$43,297. Recruit A earns “outstanding” ratings consecutively for 5 years (5% increase each year) and now earns \$55,259. Recruit B earns “satisfactory” ratings consecutively for 5 years (1% increase each year) and now earns \$44,506.

# Compression?

- No. Police Recruit A has performed at a higher level than Police Recruit B and based on the merit system has a higher annual salary.



# Impact of Range Adjustments and Compression

Date	Description
7/1/2016	3% GWI, pay plan, range, compression adjustments implemented
7/1/2017	2% GWI, no range adjustments
7/1/2018	2% GWI, no range adjustments
7/1/2019	3% GWI, no range adjustments
1/2/2021	3% GWI, PPT/WAE range adjustments due to minimum wage

- Since 2016, up to 13% GWI provided to employees
- Desire to increase spread with limited recurring funding

# Compression Adjustments: PFT Employees

**\$100/year up to a maximum of \$500 based on completed years of service with the City as of 7/1/2021**

- Eligible Employees:
  - Civilian, sworn, and uniformed permanent full-time employees
- Ineligible Employees:
  - Employees earning > \$100,000
  - PPT and WAE employees
- Projected recurring cost: \$636,480

# Updating Pay Scales

- A review of our pay scales indicates that, in general, our range minimums are below the market average
- A competitive range minimum will assist with attracting and hiring new talent
- Implementing the Minimum Wage and Living Wage will require increasing the pay scales
- Employee salaries will be brought to the minimum of the new ranges
- Some range increases will result in some positions still below the market average

# Public Safety Pay Scales

- Attracting new Police Officers has become a challenge for the region
- Providing competitive pay ranges and pay progression is critical to attracting and retaining talent
- Proposal includes increasing the Recruit range to \$42,000, with most range minimums receiving a 4.5% increase
- Projected recurring cost assuming 3% GWI 7/1/2021:
  - \$146,316 (7/1/2021 implementation)
  - \$73,158 (1/1/2022 implementation)

# Impact of Range Adjustment to the Police Recruit Position

## Current

City	Minimum
Virginia Beach	\$43,264
Chesapeake	\$42,008
Newport News	\$42,000
Suffolk	\$41,337
Norfolk	\$40,000
Portsmouth	\$39,500
<b>Hampton*</b>	<b>\$38,618</b>

Market average \$41,629 (7/7)

\*Salary does not include \$2,000 signing bonus

## With Adjustment

City	Minimum
Virginia Beach	\$43,264
Chesapeake	\$42,008
<b>Hampton</b>	<b>\$42,000</b>
Newport News	\$42,000
Suffolk	\$41,337
Norfolk	\$40,000
Portsmouth	\$39,500

Market average \$41,629 (3/7)

Rankings subject to change

# Impact of Range Adjustment to the Police Officer Position

## Current

City	Minimum
Virginia Beach	\$45,448
Newport News	\$44,719
Chesapeake	\$44,326
Norfolk	\$43,500
Hampton	\$43,297
Portsmouth	\$42,500
Suffolk	\$41,337

Market average \$43,638 (5/7)

## With Adjustment

City	Minimum
Virginia Beach	\$45,448
Hampton	\$44,812
Newport News	\$44,719
Chesapeake	\$44,326
Norfolk	\$43,500
Portsmouth	\$42,500
Suffolk	\$41,337

Market average \$43,638 (2/7)

Rankings subject to change

# Impact of Range Adjustment to the Police Corporal Position

## Current

City	Minimum
Norfolk	\$53,400
Hampton	\$45,462

Market average \$53,400 (2/2)

**Average Salary:** \$59,738

**Lowest Salary:** \$54,095

**Promotion Date:** 10/24/2020

**Promotional Increase:** 10%

## Option 1

City	Minimum
Norfolk	\$53,400
Hampton	\$48,872

Market average \$53,400 (2/2)

## Option 2

City	Minimum
Norfolk	\$53,400
Hampton	\$50,827

Rankings subject to change

# Impact of Range Adjustment to the Police Sergeant Position

## Current

City	Minimum
Norfolk	\$64,100
Virginia Beach	\$61,131
Chesapeake	\$61,020
Portsmouth	\$58,930
Suffolk	\$58,162
Newport News	\$56,721
Hampton	\$55,259

Market average \$60,011 (7/7)

**Average Salary:** \$71,031

**Lowest Salary:** \$59,730

**Promotion Date:** 2/1/2020

**Promotional Increase:** 10%

## Option 1

City	Minimum
Norfolk	\$64,100
Virginia Beach	\$61,131
Chesapeake	\$61,020
Portsmouth	\$58,930
Suffolk	\$58,162
Hampton	\$57,723
Newport News	\$56,721

## Option 2

City	Minimum
Norfolk	\$64,100
Virginia Beach	\$61,131
Chesapeake	\$61,020
Hampton	\$60,609
Portsmouth	\$58,930
Suffolk	\$58,162
Newport News	\$56,721

Rankings subject to change



# Impact of Range Adjustment to the Police Lieutenant Position

## Current

City	Minimum
Norfolk	\$78,698
Suffolk	\$70,698
Chesapeake	\$67,896
Portsmouth	\$67,693
Virginia Beach	\$67,454
Newport News	\$65,843
<b>Hampton</b>	<b>\$63,969</b>

Market average \$69,714 (7/7)

Excluding Norfolk \$67,917

**Average Salary: \$79,502**

**Lowest Salary: \$71,045**

**Promotion Date: 2/1/2020**

**Promotional Increase: 10%**

## Option 1

City	Minimum
Norfolk	\$78,698
Suffolk	\$70,698
Chesapeake	\$67,896
Portsmouth	\$67,693
Virginia Beach	\$67,454
<b>Hampton</b>	<b>\$66,822</b>
Newport News	\$65,843

## Option 2

City	Minimum
Norfolk	\$78,698
Suffolk	\$70,698
<b>Hampton</b>	<b>\$70,163</b>
Chesapeake	\$67,896
Portsmouth	\$67,693
Virginia Beach	\$67,454
Newport News	\$65,843

Rankings subject to change

# Impact of Range Adjustment to the Police Captain Position

## Current

City	Minimum
Norfolk	\$88,550
Virginia Beach	\$78,228
Suffolk	\$77,944
Chesapeake	\$75,553
Newport News	\$75,278
Portsmouth	\$74,739
<b>Hampton</b>	<b>\$74,053</b>

Market average \$77,764 (7/7)

Excluding Norfolk \$76,348

**Average Salary: \$88,272**

**Lowest Salary: \$84,174**

**Promotion Date: 10/5/2019**

**Promotional Increase: 12%**

## Option 1

City	Minimum
Norfolk	\$88,550
Virginia Beach	\$78,228
Suffolk	\$77,944
<b>Hampton</b>	<b>\$77,354</b>
Chesapeake	\$75,553
Newport News	\$75,278
Portsmouth	\$74,739

## Option 2

City	Minimum
Norfolk	\$88,550
<b>Hampton</b>	<b>\$81,222</b>
Virginia Beach	\$78,228
Suffolk	\$77,944
Chesapeake	\$75,553
Newport News	\$75,278
Portsmouth	\$74,739

Rankings subject to change

# Impact of Range Adjustment to the Firefighter Recruit I Position

## Current

City	Minimum
Virginia Beach	\$43,264
Chesapeake	\$42,008
Newport News	\$42,000
Suffolk	\$41,337
Norfolk	\$40,000
Portsmouth	\$39,500
<b>Hampton*</b>	<b>\$38,618</b>

Market average \$41,352 (7/7)

\*Does not include \$2,000 signing bonus

## With Adjustment

City	Minimum
Virginia Beach	\$43,264
Chesapeake	\$42,008
<b>Hampton</b>	<b>\$42,000</b>
Newport News	\$42,000
Suffolk	\$41,337
Norfolk	\$40,000
Portsmouth	\$39,500

Market average \$41,352 (3/7)

Rankings subject to change

# Impact of Range Adjustment to the Firefighter EMT Position

## Current

City	Minimum
Virginia Beach	\$45,448
Chesapeake	\$44,326
Newport News	\$44,068
Hampton	\$43,297
Portsmouth	\$42,500
Norfolk	\$42,450
Suffolk	\$41,337

Market average \$43,355 (4/7)

## With Adjustment

City	Minimum
Virginia Beach	\$45,448
Hampton	\$44,812
Chesapeake	\$44,326
Newport News	\$44,068
Portsmouth	\$42,500
Norfolk	\$42,450
Suffolk	\$41,337

Market average \$43,355 (2/7)

Rankings subject to change

# Impact of Range Adjustment to the Medic Firefighter Position

## Current

City	Minimum
Chesapeake	\$51,696
Virginia Beach	\$50,148
Norfolk	\$49,354
Suffolk	\$47,852
Portsmouth	\$46,467
<b>Hampton</b>	<b>\$45,462</b>
Newport News	\$44,719

**Market average \$48,373 (6/7)**

## With Range Adjustment

City	Minimum
Chesapeake	\$51,696
Virginia Beach	\$50,148
Norfolk	\$49,354
<b>Hampton</b>	<b>\$48,872</b>
Suffolk	\$47,852
Portsmouth	\$46,467
Newport News	\$44,719

**Market average \$48,373 (4/7)**

Rankings subject to change

# Impact of Range Adjustment to the Fire Lieutenant Position

## Current

Locality	Minimum
Chesapeake	\$61,020
Portsmouth	\$58,930
Suffolk	\$58,162
Newport News	\$56,721
York	\$56,466
Hampton	\$55,259
Norfolk	\$54,550

Market average \$57,642 (6/7)

**Average Salary:** \$69,451

**Lowest Salary:** \$60,553

**Promotion Date:** 8/29/2020

**Promotional Increase:** 10%

Rankings subject to change

## Option 1

Locality	Minimum
Chesapeake	\$61,020
Portsmouth	\$58,930
Suffolk	\$58,162
Hampton	\$57,723
Newport News	\$56,721
York	\$56,466
Norfolk	\$54,550

## Option 2

Locality	Minimum
Chesapeake	\$61,020
Hampton	\$60,609
Portsmouth	\$58,930
Suffolk	\$58,162
Newport News	\$56,721
York	\$56,466
Norfolk	\$54,550

# Impact of Range Adjustment to the Fire Captain Position

## Current

Locality	Minimum
Chesapeake	\$67,896
Portsmouth	\$67,693
Suffolk	\$64,126
Norfolk	\$64,100
Hampton	\$63,969
Newport News	\$63,469
York	\$62,256
Virginia Beach	\$61,131

Market average \$64,382 (5/8)

**Average Salary:** \$69,451

**Lowest Salary:** \$60,553

**Promotion Date:** 8/29/2020

**Promotional Increase:** 10%

Rankings subject to change

## Option 1

Locality	Minimum
Chesapeake	\$67,896
Portsmouth	\$67,693
Hampton	\$66,822
Suffolk	\$64,126
Norfolk	\$64,100
Newport News	\$63,469
York	\$62,256
Virginia Beach	\$61,131

## Option 2

Locality	Minimum
Hampton	\$70,163
Chesapeake	\$67,896
Portsmouth	\$67,693
Suffolk	\$64,126
Norfolk	\$64,100
Newport News	\$63,469
York	\$62,256
Virginia Beach	\$61,131

# Impact of Range Adjustment to the Fire Battalion Chief Position

## Current

City	Minimum
Norfolk	\$88,550
Chesapeake	\$75,553
Portsmouth	\$74,739
Suffolk	\$74,233
Hampton	\$74,053
Newport News	\$70,217
Virginia Beach	\$67,454

Market average \$75,124 (5/7)

**Average Salary:** \$91,762

**Lowest Salary:** \$86,582

**Promotion Date:** 10/13/2018

**Promotional Increase:** 12%

Rankings subject to change

## Option 1

City	Minimum
Norfolk	\$88,550
Hampton	\$77,354
Chesapeake	\$75,553
Portsmouth	\$74,739
Suffolk	\$74,233
Newport News	\$70,217
Virginia Beach	\$67,454

## Option 2

City	Minimum
Norfolk	\$88,550
Hampton	\$81,222
Chesapeake	\$75,553
Portsmouth	\$74,739
Suffolk	\$74,233
Newport News	\$70,217
Virginia Beach	\$67,454



# Unified Pay Scales

- Providing competitive pay ranges and pay progression is critical to attracting and retaining talent
- Increases are based on the new Minimum Wage of \$11/hour or \$22,880 annually for pay grade 101, with ranges averaging a 5.19% increase
- Some positions still below market and may require targeted adjustments
- Projected recurring cost assuming 3% GWI  
7/1/2021:
  - \$66,137 (7/1/2021 implementation)
  - \$33,069 (1/1/2022 implementation)

# Impact of Range Adjustment on a Building Codes Inspector II

## Current

City	Minimum
Suffolk	\$45,574
Virginia Beach	\$43,888
Norfolk	\$40,805
Hampton	\$39,535
Newport News	\$39,055
Portsmouth	\$38,181

Market average \$41,501 (4/6)

## With Range Adjustment

City	Minimum
Suffolk	\$45,574
Virginia Beach	\$43,888
Hampton	\$41,951
Norfolk	\$40,805
Newport News	\$39,055
Portsmouth	\$38,181

Market average \$41,501 (3/6)

Rankings subject to change

# Impact of Range Adjustment on a Senior Planner Position

## Current

City	Minimum
Virginia Beach	\$62,025
Chesapeake	\$54,429
Newport News	\$52,903
Norfolk	\$52,020
Hampton	\$50,458
Portsmouth	\$46,409

Market average \$53,557 (5/6)

## With Range Adjustment

City	Minimum
Virginia Beach	\$62,025
Chesapeake	\$54,429
Hampton	\$52,907
Newport News	\$52,903
Norfolk	\$52,020
Portsmouth	\$46,409

Market average \$53,557 (3/6)

Rankings subject to change

# Impact of Range Adjustment to the Equipment Operator II-SW Position

## Current

City	Minimum
Virginia Beach	\$34,299
Hampton	\$32,526
Suffolk	\$32,387
Chesapeake	\$30,846
Portsmouth	\$29,916
Newport News	\$28,841

Market average \$31,258 (2/6)

## With Range Adjustment

City	Minimum
Hampton	\$34,845
Virginia Beach	\$34,299
Suffolk	\$32,387
Chesapeake	\$30,846
Portsmouth	\$29,916
Newport News	\$28,841

Market average \$31,258 (1/6)

Rankings subject to change

# Impact of Range Adjustment to the Recreation Professional Position

## Current

City	Minimum
Newport News	\$41,520
Virginia Beach	\$39,769
Chesapeake	\$37,833
Suffolk	\$37,494
Norfolk	\$37,337
Portsmouth	\$34,631
Hampton	\$32,526

Market average \$38,097 (7/7)

## With Range Adjustment

City	Minimum
Newport News	\$41,520
Virginia Beach	\$39,769
Chesapeake	\$37,833
Suffolk	\$37,494
Norfolk	\$37,337
Hampton	\$34,845
Portsmouth	\$34,631

Market average \$38,097 (6/7)

Rankings subject to change

# Impact of Range Adjustment on a Librarian II Position

## Current

City	Minimum
Norfolk	\$52,020
Chesapeake	\$47,878
Portsmouth	\$46,409
Virginia Beach	\$46,134
Suffolk	\$45,574
Newport News	\$44,117
Hampton	\$43,588

Market average \$47,022 (7/7)

## With Range Adjustment

City	Minimum
Norfolk	\$52,020
Chesapeake	\$47,878
Portsmouth	\$46,409
Virginia Beach	\$46,134
Hampton	\$46,031
Suffolk	\$45,574
Newport News	\$44,117

Market average \$47,022 (5/7)

Rankings subject to change

# Impact of Range Adjustment on the Family Services Specialist Sr. Position

## Current

City	Minimum
Virginia Beach	\$50,918
Suffolk	\$47,852
Newport News	\$46,884
Chesapeake	\$46,133
Norfolk	\$44,339
Hampton	\$43,588

Market average \$47,225 (6/6)

## With Range Adjustment

City	Minimum
Virginia Beach	\$50,918
Suffolk	\$47,852
Newport News	\$46,884
Chesapeake	\$46,133
Hampton	\$46,032
Norfolk	\$44,339

Market average \$47,225 (5/6)

Rankings subject to change

# Do Range Adjustments Mean Salary Adjustments for Everyone?

- Salary adjustments for some employees

Employee A:	
Current Pay Range	\$26,759
Current Salary	\$27,562
Proposed Pay Range	\$31,179
Proposed Salary	\$31,179

Employee A's salary is increased to the new salary range minimum.

Employee B:	
Current Pay Range	\$26,759
Current Salary	\$34,245
Proposed Pay Range	\$31,179
Proposed Salary	\$34,245

Employee B's salary remains the same since it is within the proposed salary range.



# Providing Performance-Based Bonuses

- Expand and market current programs for recognizing employees and teams for performing at a high level
  - Project completion, outstanding customer service, supporting City vision and values, process improvements, efficiency savings and revenue generation
- One-time funds could be used for this purpose and provides departments with the flexibility to recognize employees for various reasons based on established guidelines

# Benefits of Performance-Based Salary Adjustments

- Helps attract, develop, and retain a productive and talented workforce
- Rewards the most effective employees within a critical position
- Provides motivation/incentives for gaining new skills
- Creates consistent standards for training, career progression, and assessment of skills
- Materials can be used as learning tools for current and new employees
- Projected one-time cost:
  - \$300,000

# Summary

- Compensation philosophy is driven by structure, policy and resources
- Attracting and retaining top talent is important
- Pay ranges are below market
- State and federal mandates place additional strain on localities for recurring funding
- A combined approach of GWI and performance-based bonuses provide a means to recognize top performers while maintaining fiscal responsibility

# Staff Recommendation Cost Summary

	<u>Unified</u>	<u>Public Safety</u>	<u>PPT/WAE</u>	<u>Total</u>
<b>3% GWI (7/1/2021)</b>	\$1,597,864	\$1,287,759	\$239,743	\$3,125,366
<b>Compression (7/1/2021)</b>	\$350,350	\$286,130	\$0	\$636,480
<b>Range Adjustments (7/1/2021)</b>	\$19,615	\$146,316	\$46,522	\$212,453
<b>Minimum Wage (7/1/2021)</b>	\$34,111	\$0	\$87,567	\$121,678
<b>Market Adjustments (7/1/2021)</b>	\$104,023	\$0	\$0	\$104,023
				<b>\$4,200,000</b>
<b>One-Time Performance Bonus</b>				<b>\$300,000</b>

HAMPTON VA

**Questions?**

