



Classification and Compensation Study



Project Overview

- ✓ **Data Collection:** project planning meetings, data requested from the County.
- ✓ **Position Review:** using existing or updated job descriptions to adjust titles and conduct job evaluation to establish internal equity.
- ✓ **Market Assessment:** collection of base pay and pay practice information from peer organizations.
- ✓ **Pay Plan Development:** pay plan development, grade assignments, and implementation calculations.
- **Project Completion:** final report delivered, final presentation, project documentation delivery.



Project Overview

Project Initiation

- Planning Meetings: to establish working relationship with the project team.
 - Department head questionnaire
 - Timeline + Communication
- Data Collection
 - Pay structures
 - Policy handbook
 - Job descriptions
 - Organization charts
 - Census file (names, salaries, hire dates, etc.)
- Communications Meetings: virtual for staff and leadership to introduce ourselves, let them know about the study, let them ask questions, etc.



Project Overview

Position Review

- Title Review: Using existing job descriptions, we reviewed all 279 titles and make recommendations for adjustments, as necessary.
- Job Evaluation: We conducted job evaluation using our point factor tool, called SAFE®. This process will establish a hierarchy of jobs within the organization that is reflective of internal equity.
 - *This is a measurement of the position, NOT the person in the position.*
- The 9 compensable factors:

1. Education	6. Working Conditions
2. Experience	7. Independence of Actions
3. Level of Work	8. Impact on the Organization
4. Human Interaction	9. Supervision Exercised
5. Physical Demands	
- *SAFE is compatible and compliant with federal Equal Pay Act.*



Project Overview

Market Assessment

- Peer Organizations (up to 20): We partnered with you to identify comparable and competitive peer organizations to include in the study. These are organizations that look like you and work like you relative to size (revenue, population served, or number of employees), service offerings, geography, growth, etc.
 - Published salary survey data were incorporated as a private sector comparison.
- Benchmark Positions: 199 positions (70%) were included as benchmarks in the survey.
- Market Survey: a summary of work + minimum qualifications were included for each benchmark position to assist peers in providing an appropriate match.
- Adjustment & Quality Control: Some adjustments were made to collected data to account for differences in work week, fiscal year, and geographic labor cost. *We do not weight the data.*
 - Results were analyzed for quality control; reports demonstrating market averages and a comparison to the market were prepared for your review.



Market Assessment: Peer Organizations

- The County identified 20 public peer organizations to be included in the study
- Data was collected or compiled from 18 public peers represented in blue.
- Data from 3 published surveys included to represent the “private sector”

1. Davis County
2. Salt Lake County
3. Utah County
4. Box Elder County
5. Cache County
6. Summit County
7. City of Salt Lake
8. State of Utah
9. City of Layton
10. City of Ogden
11. Tooele County
12. Washington County
13. City of West Valley

14. City of Roy
15. Wasatch County
16. City of North Ogden
17. Arapahoe County CO
18. Boulder County, CO
19. Adams County, CO
20. Ada County, ID
21. Bureau of Labor Statistics
22. Comp Analyst
23. Economic Research Institute



Market Assessment: Cost of Labor Differentials

Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid.

Cost of labor can be impacted by the cost of living but is mainly influenced by the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
3/7/2025	Weber County	Ogden	96.8	80,035
Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	Davis County	Farmington	97.0	-0.2%
2	Salt Lake County	Salt Lake	99.7	-2.9%
3	Utah County	Provo	94.9	1.9%
4	Box Elder County	Brigham	91.8	5.0%
5	Cache County	Logan	86.3	10.5%
6	Summit County	Summit County	97.0	-0.2%
7	City of Salt Lake	Salt Lake	99.7	-2.9%
8	State of Utah	State Avg	93.5	3.3%
9	City of Layton	Layton	96.3	0.5%
10	City of Ogden	Ogden	96.8	0.0%
11	Tooele County	Tooele	93.4	3.4%
12	Washington County	St. George	92.0	4.8%
13	City of West Valley	West Valley	98.3	-1.5%
14	City of Roy	Roy	96.1	0.7%
15	Wasatch County	Heber	94.0	2.8%
16	City of North Ogden	North Ogden	96.2	0.6%
17	Arapahoe County CO	Littleton CO	109.9	-13.1%
18	Boulder County, CO	Boulder, CO	111.5	-14.7%
19	Adams County, CO	Brighton, CO	109.1	-12.3%
20	Ada County, ID	Boise, ID	93.2	3.6%
21	Comp Analyst	Utah State	93.6	3.2%
22	Bureau of Labor Statistics (BLS)	Utah State	93.6	3.2%
23	Economic Research Institute (ERI)	Utah State	93.6	3.2%

Cost of labor differentials collected from the Economic Research Institutes Geographic Assessor tool.



Market Assessments: Results

- In total 199 positions were included in the market survey as benchmark positions.
 - Of those, 19 positions had insufficient data (fewer than 3 matches).
 - Average minimum, midpoint, and maximum results were prepared for the 180 benchmarks with sufficient data.
 - Benchmarks had 7.8 matches on average.
 - 50% of the benchmarks have 8+ matches.
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- A comparison of current midpoints vs. the market average midpoint was also prepared. Additional market thresholds demonstrating 5% above and 5% below market were also prepared for consideration.
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- On average, Weber County is 3.8% **above** market at the minimum, 5.6% **above** market at the midpoint, and 8.0% **above** market at the maximum.

Project Overview

Pay Plan Development:

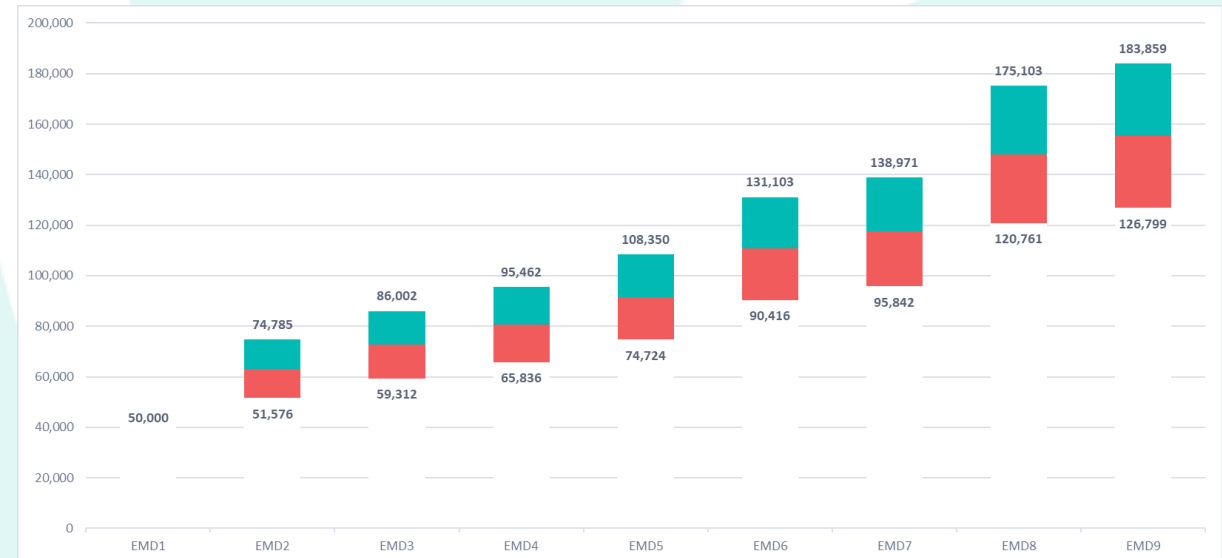
1. Pay Plan: Baker Tilly developed a new hybrid pay plan for Weber Area Dispatch 911 and provided recommendations tailored to the study's results.
2. Grade assignments were determined based on internal and external results (SAFE® evaluation scores and market midpoints) as well as existing equity (current midpoints and grade groupings). We used a regression to test the relationship between this information and to identify outliers.
 - We included department heads in a preliminary review of grade assignments.
3. Implementation Cost: With finalized grade assignments, we prepared implementation calculations across 4 scenarios that will assist your organization in adopting the new classification and compensation system.



Proposed Weber Dispatch Pay Plan

Proposed Pay Ranges									Current Pay			Midpoint Adjustment
Grade	Minimum	1	2	3	Midpoint	Maximum	Range Spread	Midpoint Differential	Current Minimum	Current Midpoint	Current Maximum	
EMD1	\$50,000				\$54,000		45%			\$ 48,853.17		\$5,146.83
EMD2	\$51,576	\$54,284	\$57,134	\$60,133	\$63,180	\$74,785	45%	17%	\$ 50,317.18	\$ 62,950.93	\$ 75,584.68	\$229.07
EMD3	\$59,312	\$62,426	\$65,703	\$69,153	\$72,657	\$86,002	45%	15%	\$ 57,214.91	\$ 71,784.87	\$ 86,354.83	\$872.13
EMD4	\$65,836	\$69,292	\$72,930	\$76,759	\$80,649	\$95,462	45%	11%	\$ 61,450.37	\$ 77,206.25	\$ 92,962.13	\$3,442.75
EMD5	\$74,724	\$78,647	\$82,776	\$87,122	\$91,537	\$108,350	45%	14%	Not In Use			\$91,537.00
EMD6	\$90,416	\$95,163	\$100,159	\$105,417	\$110,760	\$131,103	45%	21%	\$ 87,443.94	\$ 110,460.60	\$ 133,477.26	\$299.40
EMD7	\$95,842	\$100,874	\$106,170	\$111,743	\$117,406	\$138,971	45%	6%	\$ 87,540.30	\$ 117,100.42	\$ 146,660.53	\$305.58
EMD8	\$120,761	\$127,101	\$133,774	\$140,797	\$147,932	\$175,103	45%	26%		\$ 147,784.00		\$148.00
EMD9	\$126,799	\$133,456	\$140,462	\$147,837	\$155,329	\$183,859	45%	5%		\$ 154,232.00		\$1,097.00

- Hybrid pay plan (Steps to Midpoint/ Market, Open after), 9 unique grades for 911 Dispatch positions
- 911 Lead Dispatcher and Dispatch IT Specialist are assigned the same grade (EMD3)
- Average 14% between grades, aligned to 100% of market a midpoints
- 45% range spreads (distance from min to max)
- Starting minimum wage for Emergency Dispatcher I (EMD2) is \$24.80/hour (\$51,576 annual)



Pay Grade Assignments

Determined based on internal and external results (SAFE® evaluation scores and market midpoints). We used a regression to test the relationship between this information and to identify outliers.

In total, 10 unique positions were classified to a grade in the proposed pay plan based on SAFE evaluation scores. From there, grade assignments were adjusted, as necessary, to account for:

• Existing equity (current midpoints & grade groupings)	• Market Average Midpoints
• Career progressions	• Supervisor-subordinate separation
• Grade compression	

The following information was NOT considered when assigning positions to a grade:

• The person in the position	• Performance
• Length of service	• Employee existing salary



Implementation Scenarios

Baker Tilly developed 4 scenarios for Weber County Dispatch to evaluate as part of the adoption process for its new classification and compensation plan.

- **No employee will receive a pay decrease as a result of the study.**
- **Implementation cost reflects base pay in US dollars. Benefits and pay differentials are not included.**

Implementation Scenarios for the proposed Dispatch pay plan:

Option 1 – Closest Step without a Decrease: Employees move to the step in the new pay plan that is closest to their current salary without a decrease. If an employee’s current salary is above the new range maximum, their current salary is retained. This option represents the minimum cost required to implement the proposed pay plan and ensures no employee experiences a salary reduction.

Option 2 – Closest Step or 3% (whichever is greater): Employees move to the step in the new pay plan that is closest to their current salary or receive a 3% adjustment, whichever provides the higher increase. This option modestly improves competitiveness and addresses small compression gaps without substantially increasing overall implementation costs.

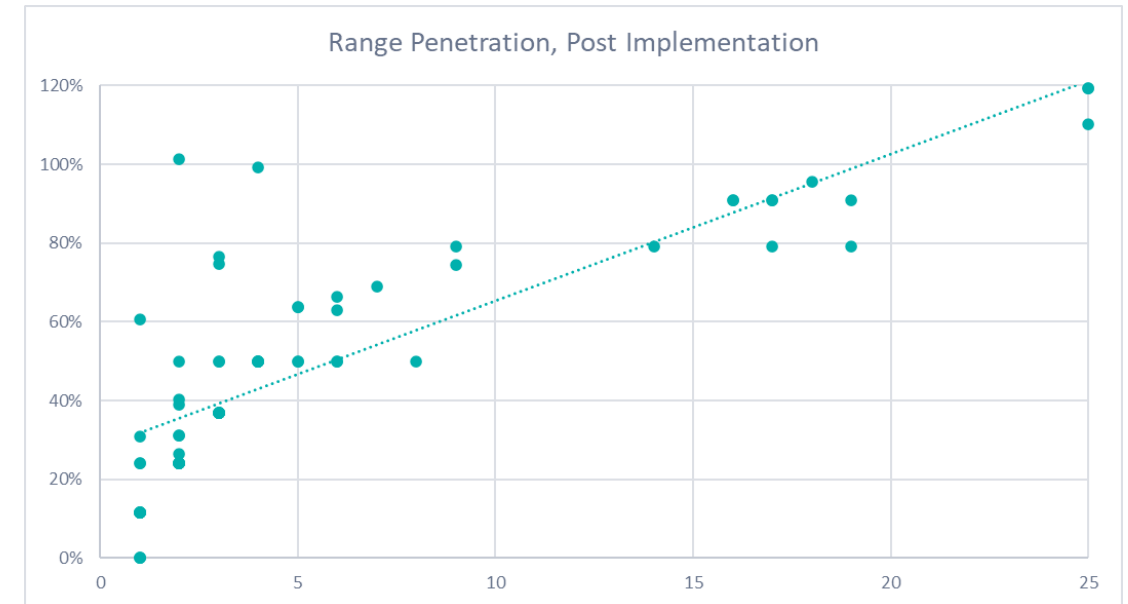
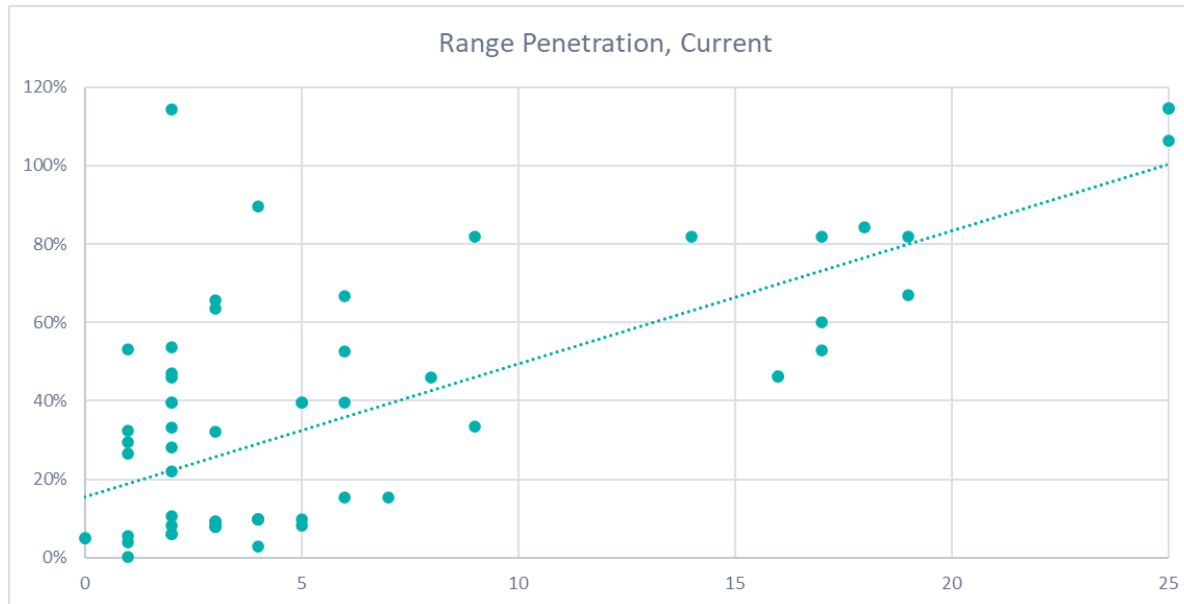
Option 3 – Step Based on Years in Position: Employees move to the step corresponding to their years in their current position unless this would cause a decrease. For example, an employee with three years in position would move to Step 3 unless already paid above that level. This option helps reduce compression by advancing employees with longer tenure further within their new ranges.

Option 4 – Option 3 or 3% (whichever is greater): Employees receive the greater of Option 3 (step based on years in position) or a 3% adjustment to ensure that all eligible employees receive at least a 3% increase. This option provides the highest overall adjustment and best supports retention, fairness, and internal equity across the organization.

	# of Staff
Totals	76
Employees Below Minimum	15
Employees Within Range	54
Employees Above Maximum	4



Implementation Scenarios



- Pay compression refers to the situation where there is a narrow pay differential between employees regardless of their experience or tenure in the organization.
- **Implementation Option 4: Alleviates compression by moving employees further into their range relative to their time in position.**

Recommendations

We urge Weber County, UT to:

- Approve the continued use of Baker Tilly's SAFE® methodology to maintain internal equity.
- Approve the use of the hybrid plan Baker Tilly has developed for Dispatch positions.
- Approve the position grade assignments which were reviewed by County leadership and confirmed by the County's project team.
- Approve an implementation scenario that addresses the County's compensation philosophy, business goals, and that is fiscally sustainable.
- Continue efforts to maintain the classification and compensation system:
 - Routinely review positions, job descriptions, and market conditions.
 - Adjust the pay structure and salaries, annually, to keep pace with the market.
 - Adopt general increases, annually, to reward employees and ensure advancement through assigned pay ranges.

