



City of Bloomington Classification and Compensation Analysis

Project Kickoff

February 15, 2023

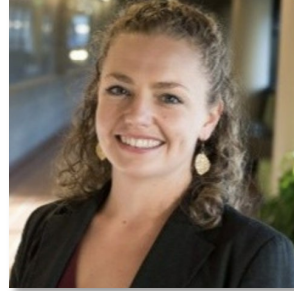
Agenda

1. Welcome & Introductions
2. Project Scope
3. Project Team Overview
4. Project Timeline
5. Communications
6. Next Steps & Discussion
7. Questions

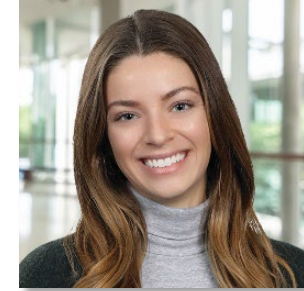
Introductions: Crowe Team



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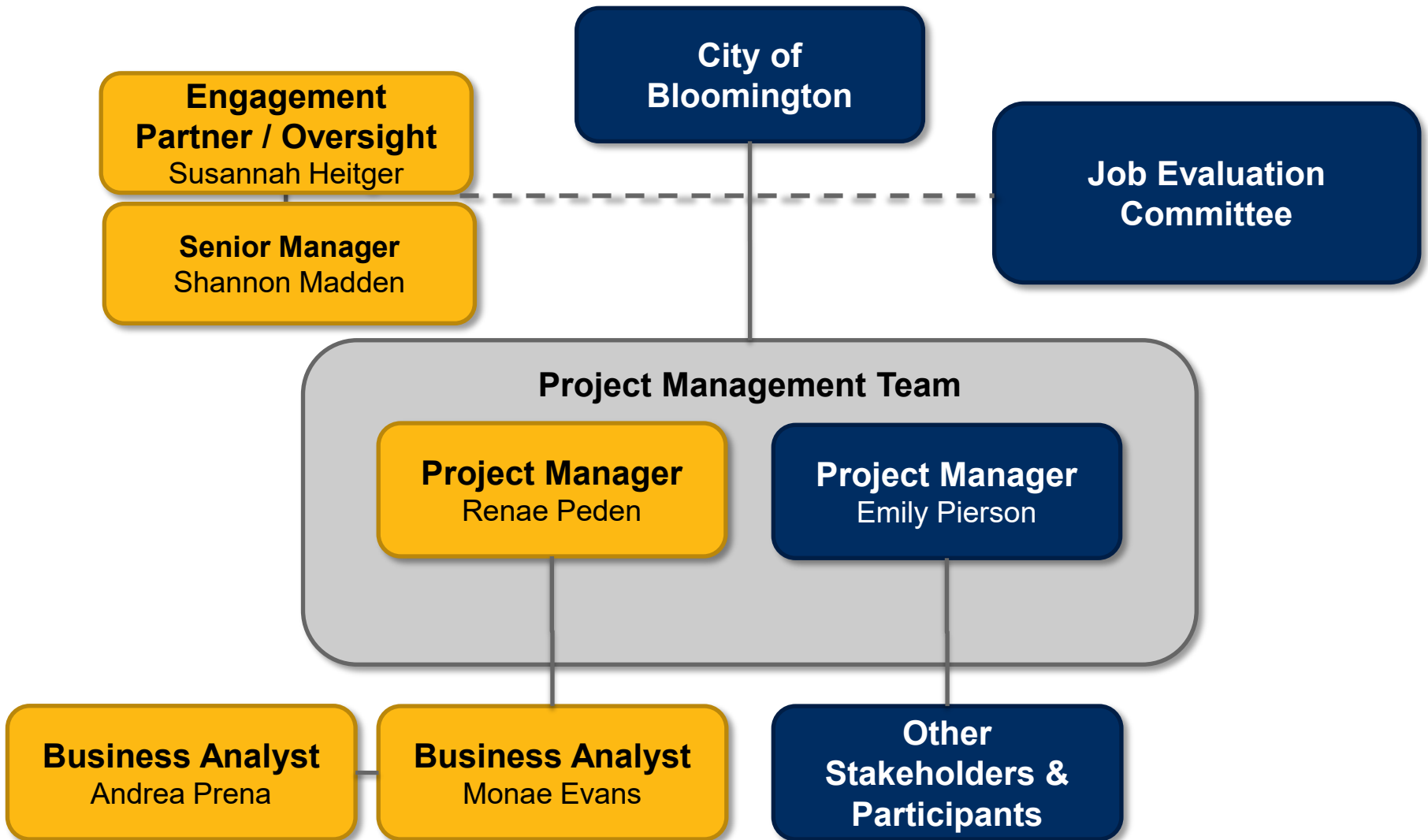
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Introductions: Job Evaluation Committee

1. Name and position
2. Job Evaluation Committee role
3. Length of tenure at the City
4. One question you have for our team today



Project Team



Project Overview

Project Scope

- Crowe will develop a strategy related to **workforce classification and compensation** including the following key activities:

Conduct a market analysis

Validate classifications and recommend adjustments

Develop compensation ranges for City positions

We have planned to include the City's **non-union positions** in scope for this project – approximately **260 positions** based on our prior conversations with the City.





We note that the scope does **not** include an assessment of benefits, hazard pay, bonuses, and other types of compensation other than base pay.

Project Phase Breakdown

This classification and compensation analysis is divided into the following phases:




Working Project Timeline

Phase & Key Activity	January	February	March	April	May	June	July	August
1. Initiate <ul style="list-style-type: none"> • Planning • Project schedule • Kickoff 	 2 weeks							
2. Develop Strategy <ul style="list-style-type: none"> • Review documentation • Interviews, strategy workshops • Conduct market research • Develop Strategy Framework • Develop class & compensation strategy 		 10 weeks						
3. Market Analysis <ul style="list-style-type: none"> • Develop and analyze PDQs • Job update recommendations • Identify benchmarks • Summarize market results 		 24 weeks						
4. Project Mgmt. & Close Out <ul style="list-style-type: none"> • Project management status reports • Project close-out 	 Throughout project							

Project Communications

- Weekly status meeting
- Project Plan and Status report (*sample at right*) – includes accomplishments, next steps, discussion items, key decisions, risks and issues log
- Main point of contact – Renae Peden, Project Manager
- Escalation contact – Susannah Heitger and Shannon Madden, Project Oversight
- Project SharePoint site – for exchange of City files

City of Bloomington
Classification and Compensation Consulting Status Report
February 7, 2023



Accomplishments

1. Initiated project activities between City and Crowe.
2. Scheduled weekly City/Crowe status meeting series beginning on 2/7.
3. Scheduled project kick-off meeting with Job Evaluation Committee (JEC) for 2/15.
4. Scheduled virtual interviews for 2/15 and 2/16. Crowe provided a summary of meeting topics/attendees to Human Resources (HR) for review on 2/6, using the timeslots HR had previously committed.
5. Crowe established SharePoint site for file uploads as part of information request.

Next Steps & Discussion Items

1. 2/7 – Emily to review working draft project schedule (see Page 2 of status report) and determine if any changes are needed before approving this schedule.
2. By 2/10 – Emily to send calendar invites for City stakeholder meetings on 2/15 and 2/16.
3. By 2/17 – Emily to provide remaining requested documentation or notify Crowe if this is not available, including:
 - a. Updated City organizational charts covering in-scope positions (note Crowe has the [2022 Organizational Charts](#) from the City's website)
 - b. Any other available documentation related to current compensation and classification/reclassification policies and procedures that the City would like us to review
 - c. Classification descriptions for each in-scope position (in Word or PDF format)
 - d. Position / job descriptions for each in-scope position (in Word or PDF format)
4. Emily/Renae to discuss other items as needed.

Decisions Needed

1. None.

Risk & Issue Log

ID	Log Date	Level	Identified By	Owner	Description	Mitigation Strategy	Status
<i>No risks or issues to note currently.</i>							

Log Key:
Level – the potential impact on the project (e.g., timeline, budget and/or deliverables)

Low	Minimal impact, affecting at least one project aspect.
Moderate	Medium impact, affecting more than one project aspect.
High	Significant impact, affecting more than one project aspect and needs immediate attention.

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Next Steps & Questions

1. Discuss upcoming stakeholder sessions
2. Review next-up Phase II project activities



Next Steps

Date	Start Time (EST)	End Time (EST)	Length (min)	Meeting #	Topic	Description	Location	Department(s)
Wednesday, February 15th	10:00am	11:00am	60	1	Guiding Principals & Philosophy	Initial discussion with HR on the principles, goals, and philosophy guiding HR's classification and compensation structures	Virtual	HR
	1:30pm	2:00pm	30	2	Project Kick-Off with Job Evaluation Committee (JEC)	Project kick-off	Virtual	Mayor's Office, Controller, Corporation Counsel, HR
	3:15pm	4:15pm	60	3	Guiding Principals & Philosophy	Discussion with City leadership to determine the guiding principles, goals, and philosophy guiding the City's approach to classification and compensation	Virtual	Mayor's Office, Controller, HR
Thursday, February 16th	10:00am	11:30am	90	4	Current Compensation & Classification Approach	Detailed HR discussion on the City's current (1) compensation and (2) classification approach, previous market pricing or similar analyses	Virtual	HR
	4:00pm	5:00pm	60	5	Current Classification & Compensation Experience	Discussion with cross-functional stakeholders outside of HR to understand the strengths and pain points they perceive related to current classification and compensation	Virtual	3-5 departments (non-HR)

Next Up Phase II Activities

		Target Start	Target End	Status
Phase II: Develop Strategy				
2.1	Coordinate and facilitate current state interviews	02/13/23	03/13/23	In Progress
2.2	Develop strategy framework	02/20/23	03/13/23	Not Started
2.3	Coordinate and facilitate strategy workshops (up to 6)	02/27/23	03/13/23	Not Started
2.4	Conduct market research on benefits	02/01/23	03/13/23	Not Started
2.5	Develop classification and compensation strategy (draft)	03/13/23	03/24/23	Not Started
2.6	Share classification and compensation strategy with City for review	03/27/23	04/07/23	Not Started
2.7	Finalize strategy with City	04/10/23	04/21/23	Not Started
Phase III: Conduct Market Analysis for Select Positions				
<i>PDQs, Interviews, and Analysis</i>				
3.1	Develop PDQ; review and obtain City approval	02/13/23	02/24/23	In Progress
3.2	City incumbents complete PDQs	02/27/23	03/10/23	Not Started
3.3	Supervisor and HR complete PDQs	03/13/23	03/24/23	Not Started
3.4	Develop Family Narratives	03/13/23	03/24/23	Not Started
3.5	Analyze PDQs and identify classifications needed	03/27/23	04/07/23	Not Started
3.6	Facilitate clarification meetings with City incumbents	04/10/23	04/21/23	Not Started

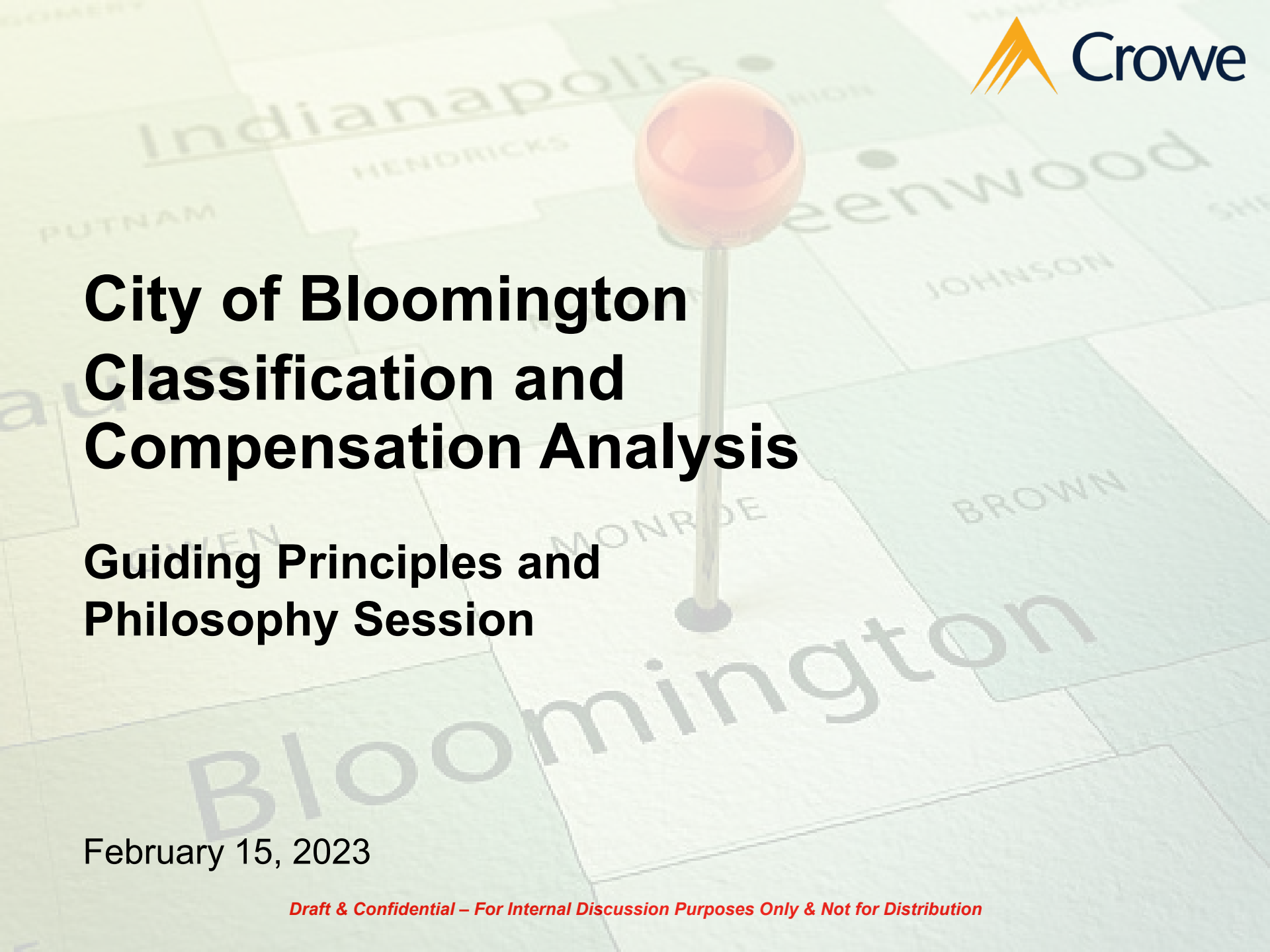
Questions?





Thank You

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A map of Bloomington, Indiana, with a red pushpin placed over the city name. The map shows various neighborhoods and streets, including Indianapolis, Hendricks, Greenwood, Johnson, Brown, and Monroe. The word "Bloomington" is prominently displayed in the foreground.

City of Bloomington Classification and Compensation Analysis

Guiding Principles and Philosophy Session

February 15, 2023

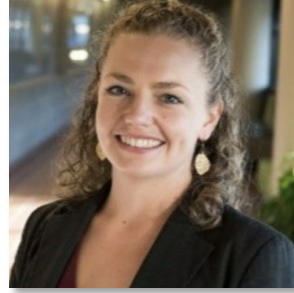
Agenda

1. Welcome and Introductions
2. Meeting Objectives
3. Guiding Principles: Project Relevance
4. Project Background
5. City of Bloomington – Guiding Principles Discussion
6. Next Steps

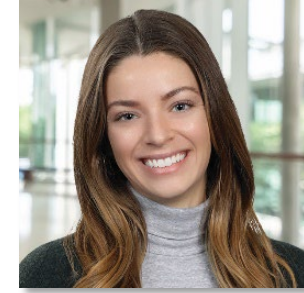
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Meeting Objective

1. Determine **guiding principles, goals, and philosophy** that guide the City's approach to classification and compensation.
2. Preview next steps and project activities.

Guiding Principles Overview

- Guiding principles are **guidelines or ideas that drive and influence decision-making**
- They are **core tenets or beliefs that establish fundamental values** for an organization (or specific project)

Source: Adapted from <https://dictionary.cambridge.org/us/>

Relevance to Project

- In collaboration with the City, Crowe will draft a **compensation philosophy statement** that summarizes the City's stance on the appropriate relationship between the City's base pay and the peer market.
- Crowe will use the guiding principles and philosophy statement to develop the framework for a classification and compensation strategy.

Project Background

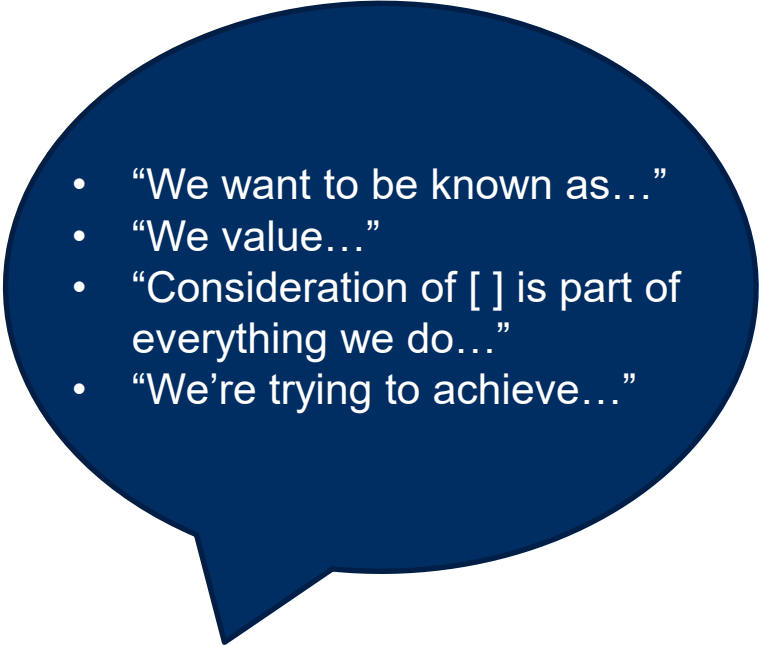
- What brought the City to this point?
- What are the drivers for pursuing this project and at this time?
- What are the City's past experiences with compensation and/or classification and reclassification analysis efforts like this? What worked well and what did not?

Discussion Goal: Use past experiences to inform current project guiding principles.

Guiding Principles Discussion

“The mission of Human Resources is to establish **innovative, employee-friendly policies and management practices**; foster a **healthy, productive, rewarding work environment**; and **offer administrative and consulting services** to City departments and employees.”

– *City of Bloomington, Human Resources Department*

- 
- “We want to be known as...”
 - “We value...”
 - “Consideration of [] is part of everything we do...”
 - “We’re trying to achieve...”

Guiding Principles Discussion

For Discussion: Describe the desired relationship between the City's base pay and the peer market.

Consider the following:

- Talent pool?
- Competitors?
- Open to increasing City investment?
- Retention?

Guiding Principles Discussion

What are examples of desired, **positive** project outcomes?

Consider the following:

1. Commitment to stakeholders
2. Other HR values
3. Other City values
4. Results and end of project outcomes

Guiding Principles Discussion

What are examples of undesired, **negative** project outcomes?

Consider the following:

1. Commitment to stakeholders
2. Other HR values
3. Other City values
4. Results and end of project outcomes

Next Steps

1. Gather input from other stakeholders
2. Organize guiding principles feedback into themes
3. Develop draft compensation philosophy statement that summarizes the City's stance on the appropriate relationship between the City's base pay and the peer market

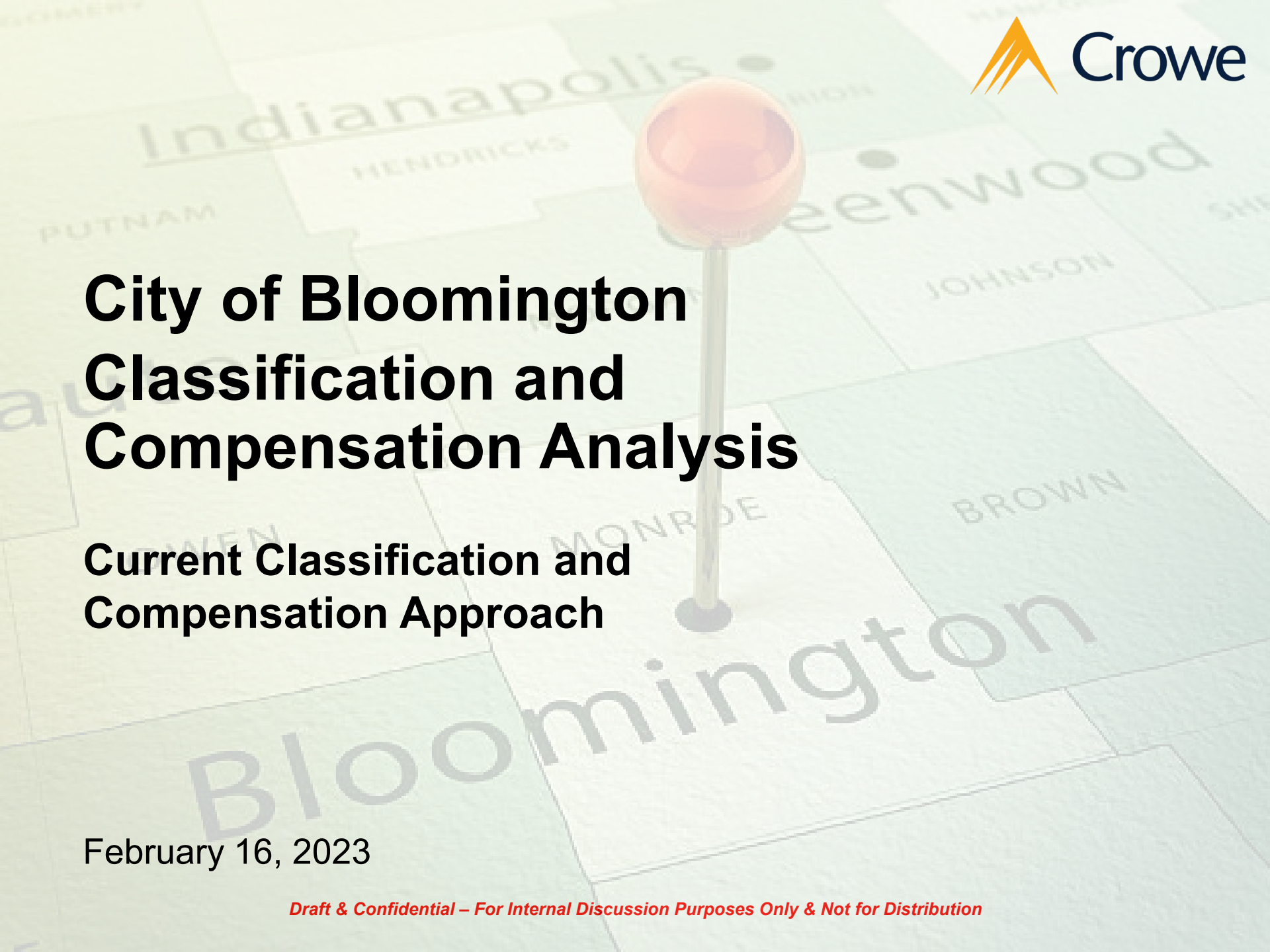
Questions?





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City of Bloomington Classification and Compensation Analysis

Current Classification and Compensation Approach

February 16, 2023

Meeting Objectives

1. Discuss the City's current approach to classification and compensation
2. Understand perceived strengths and challenges related to current compensation and classification practices

Confirm City Considerations for Compensation and Classification

1. Years of experience
2. Education level / certifications
3. Industry
4. Location
5. Skillsets
6. Responsibilities
7. Supply and demand
8. Others?

Classification and Compensation Discussion

Classification Overview

- Discuss City's current approach to position classifications including union, non-union, FLSA-exempt, and FLSA-covered positions. What factors are considered?
- Discuss previous or ongoing reclassification initiatives and processes.

Compensation Overview

Crowe's Understanding:

- The City's non-union, Civil City positions are assigned one of twelve (12) different pay grades using a point factor system.
- The minimum and maximum of the ranges are advertised to employees, but for internal use, the Controller has set "Hiring Range-Low" (HRL) and "Hiring Range-High" (HRH) salaries for each pay grade.



2023 Non-Union Civil City Pay Grades

Grade	Minimum	HRL*	Midpoint*	HRH*	Max
Grade 01	35,721.22	39,025.43	41,079.40	43,133.37	46,437.58
Grade 02	36,792.85	40,195.75	42,311.33	44,426.89	47,830.94
Grade 03	37,896.54	41,401.97	43,581.03	45,760.08	49,265.51
Grade 04	39,033.44	45,669.24	50,743.59	54,803.08	62,453.75
Grade 05	40,204.69	47,039.69	52,266.32	56,447.63	64,326.81
Grade 06	42,215.15	49,391.11	54,879.01	59,269.33	67,544.01
Grade 07	44,325.23	51,861.02	57,623.36	62,233.23	70,920.36
Grade 08	47,427.92	55,491.19	61,656.88	66,589.44	75,885.83
Grade 09	52,171.30	62,083.64	73,039.59	80,343.54	93,907.87
Grade 10	57,388.65	68,291.53	80,342.97	88,377.26	103,298.43
Grade 11	65,996.09	78,536.13	92,395.44	101,634.99	118,793.65
Grade 12	79,855.24	95,028.51	111,798.25	122,978.07	143,740.12

*Internal City information; not shared with employees

Compensation Overview

For Discussion:

1. Review City's current approach to determining compensation (including union, non-union, FLSA-exempt, and FLSA-covered positions).
2. Discuss point factor system. Overview process, factors that are considered, and other information.
3. How does the City use HRL and HRH?
4. Discuss previous market pricing or similar analytical initiatives.

Perceived Strengths and Challenges

1. What are the strengths of the City's compensation and classification strategy?
2. What are the challenges or opportunities for improvement? (In general, and within last 2-5 years)?
3. What is the perception from other stakeholders on strengths and challenges (internal City employees, perspective staff, others?)

Perceived Strengths and Challenges

Topics to Consider:

- Authority to develop new positions
- Unstated responsibilities
- Relationship with contractors
- Determining posted salary ranges
- Developing job descriptions
- Determining classification
- Determining new hire salary
- Determining pay adjustments
- Negotiation flexibility

Next Steps

1. Gather input from other stakeholders
2. Develop draft compensation philosophy statement
3. Develop draft framework outlining how the City can approach classification and compensation management and periodic updates in the long-term

Questions?





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