



LANE COUNTY

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W. S. D. I.

AGENDA COVER MEMORANDUM

AGENDA DATE: November 9, 2005

PRESENTED TO: Board of County Commissioners

PRESENTED BY: Greta Utecht, Human Resources Manager

AGENDA TITLE: IN THE MATTER OF APPROVING A PROJECT WORK PLAN, TIME LINE AND BUDGET FOR A CLASSIFICATION & COMPENSATION STUDY FOR LANE COUNTY'S NON-REPRESENTED SUPERVISORY AND MANAGEMENT EMPLOYEES

I. MOTION

MOVE APPROVAL OF ORDER 05 -- _____ IN THE MATTER OF APPROVING A PROJECT WORK PLAN, TIME LINE AND BUDGET FOR A CLASSIFICATION & COMPENSATION STUDY FOR LANE COUNTY'S NON-REPRESENTED SUPERVISORY AND MANAGEMENT EMPLOYEES.

II. AGENDA ITEM SUMMARY

On October 11, Human Resources staff, accompanied by Mr. Bruce Lawson, of Fox Lawson & Associates, held a work session with the Board of County Commissioners to discuss whether the County should revise its current classification and compensation systems to place a greater emphasis on market pricing, and if so, to begin that work by conducting a classification and compensation study on our non-represented supervisory and management positions.

At the October 11 work session, the Board agreed to review our systems and directed staff to return with a detailed work plan, time line and budget for conducting the study. Attached (Attachment A) is the proposed work plan, timeline and budget for which staff is seeking approval.

III. DISCUSSION

A. Background

As discussed in the agenda cover memo for the October 11 item, Lane County's classification and compensation plans for our management and supervisory positions are no longer reflective of the market from which we recruit, nor do they allow the level of flexibility for career development and advancement that today's employees seek, and that our County Strategic Plan calls for.

HR staff believes that in order to create a pay system that is attractive and appropriate for all County employees, work should begin by reviewing management, supervisory and professional positions because that is where our recruitment, retention and succession issues are most pressing at this time.

B. Analysis

1. The attached work plan references the use of an outside consultant. Human Resources (HR) staff believes that it is important to bring in an external expert in order to ensure the neutrality and fairness of the study. Internal HR staff would then serve as one review group, in addition to department directors, elected officials and the project steering committee.
2. According the Administrative Procedures Manual Chapter 2, Section 1, Purchasing Process, staff requested project scope and cost estimates from three firms who specialize in public sector compensation and classification work: Fox Lawson & Associates; The Waters Consulting Group, and Public Sector Personnel Consultants. Fox Lawson & Associates had by far the most extensive proposal for the second lowest cost of \$50,000. The Waters Consulting Group's proposal was \$64,250 and Public Sector Personnel Consultants' bid was \$45,000 but does not include the formation of job occupation panels that are key in identifying and establishing the career ladders we need as a result of this work. Staff recommends that we engage Fox Lawson & Associates, and a description of their qualifications is attached. (Please see Attachment B.)
3. All department directors have been consulted and are in agreement that the cost of this project should be allocated to the departments based on the number of positions and/or classifications reviewed per department. Preliminary estimates are that each classification will cost

approximately \$450. Although HR is willing to conduct the salary survey, department directors are supportive of having the consultant do the surveying, given the consultant's ability to do it in a shorter time frame, and in consideration of HR's considerable workload at this time.

C. Alternatives/Options

1. Approve the attached work plan and Board Order to conduct a classification and compensation study for the County's non-represented supervisory and management employees, for a cost not to exceed \$50,000.
2. Reject the work plan and direct staff to return with other options.

D. Recommendation

Approve Option 1.

IV. IMPLEMENTATION/FOLLOW-UP

If Option 1 is approved, following Board action, staff will prepare a request for a purchase order to engage Fox Lawson & Associates and will notify affected employees that the study will commence on November 30, 2005. Once the study is complete, the consultant and staff will report back to the Board prior to implementing any recommendations resulting from the study.

V. ATTACHMENTS

Board Order

Class & Comp Work Plan & Timeline (Attachment A)

Fox Lawson & Associates, LLC: Firm Information and Description (Attachment B)

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

ORDER 05-

) **IN THE MATTER OF APPROVING A**
) **PROJECT WORK PLAN, TIME LINE**
) **AND BUDGET FOR A**
) **CLASSIFICATION & COMPENSATION**
) **STUDY FOR LANE COUNTY'S NON-**
) **REPRESENTED SUPERVISORY AND**
MANAGEMENT EMPLOYEES

WHEREAS, Lane Manual Section 2.235, Rule IV-3(a) states that "the compensation plan for County personnel shall provide reasonably competitive ranges of pay for each classification of employment; and

WHEREAS, the Lane County Strategic Plan states that the County will strive for a flexible classification and compensation system, ensure that the system supports and does not inhibit excellent performance in the deliver of County services; and that County personnel polices will encourage job-related training and career development support; and

WHEREAS, the Board of County Commissioners has directed staff to review the County's classification and compensation system in order to reflect the impact of market pricing to a greater degree; and now, therefore,

IT IS HEREBY RESOLVED AND ORDERED, that the County undertake a classification and compensation study of non-represented supervisory and management employees and engage Fox Lawson & Associates, LLC to perform this work, which is not to exceed a cost of \$50,000.

Dated this _____ day of _____, 2005.

Anna Morrison, Chair
Board of County Commissioners

PROJECT WORK PLAN FOR LANE COUNTY'S 2005-2006 CLASSIFICATION & COMPENSATION STUDY

NON-REPRESENTED SUPERVISORY AND MANAGEMENT POSITIONS

A. INTENT AND PROJECT SCOPE:

The intent of the project is to review and update the County's classification and compensation system covering approximately 135 regular supervisory and management employees in approximately 105 current classifications. Specifically, the County desires the following tasks performed. In summary:

- A review and analysis of the County's needs and selection of the most appropriate methodologies for use by the County.
- Development of a communication program related to the study and its deliverables.
- Review the County's position classifications and provide a process for determining internal relationships that is consistent with the County's classification philosophy.
- Review all class specifications and provide new or revised classification descriptions that include all required essential duties and legal requirements, such as ADA, areas required for recruitment and EEO compliance, and the appropriate determination of FLSA status. Included in this activity is determining the appropriate classification for each position and addressing individual employee appeals resulting from the review.
- Perform a comprehensive market analysis to determine the competitiveness of the County's salaries and salary structure.
- Development of a new salary structure or structure(s) based upon the survey results and internal equity using a job leveling process where market data is not available.
- Recommend methods on how to implement the findings of the study and provide options and direction given current personnel policies and procedures.
- Development of compensation system administrative and maintenance guidelines to ensure that structure will be flexible and responsive to organization's needs.
- Provide training and guidance on maintenance of system.
- Provide recommendations or modifications on how to transition from the current system to the updated system.
- Present findings, recommendations and documentation to the Board of County Commissioners, the Project Steering Committee (Human Resources Advisory Group), County administrators and employees.

The work plan consists of five major tasks; these tasks are listed below. ***Total cost of the project is not to exceed \$50,000.***

B. WORK PLAN

Task I: Study Initiation and Administration

In Task 1, the consultant will assess our current classification and compensation system and confirm the County's classification and compensation philosophy and strategy. This will serve as a guide for the remainder of the study tasks. Most of the initial tasks of the study will occur on-site.

ACTIVITY	DESCRIPTION
Pay Philosophy	<ul style="list-style-type: none"> ➤ Consultant will assist the County in selecting an appropriate job leveling tool that is consistent with the County's classification philosophy and will review the current pay system and note specific areas to address or "fix" during the compensation study.
Class Review	<ul style="list-style-type: none"> ➤ Consultant will review the County's current job descriptions and note any questions and concerns with their format and content and discuss how to resolve these areas during the classification review.
Communications and Employee Meetings	<ul style="list-style-type: none"> ➤ Consultant will provide the County with a communication booklet that will assist in addressing questions or concerns the employees may have during the study. Portions of this booklet can be distributed to the employees to inform them of the study and assist in eliminating any anxious feelings the employees may have regarding the study. <p>Consultant will hold up to eight employee meetings over a two day period to introduce managers, supervisors, and employees to the purpose and objectives of the study to ensure consistent communication and feedback are provided to the employees. Consultant will also use these meetings to distribute and discuss the Position Description Questionnaires (see next task) and to explain the overall study process.</p>

Task II: Classification Study

Classification is the process of understanding, verifying and describing the nature and level of work of each position in the organization. This is done by asking employees and supervisors to describe their work, including the duties, responsibilities, knowledge, skills, physical requirements, and working conditions required for their job. In this Task, data will be collected from existing job descriptions, employee Position Description Questionnaires (PDQs), and individual interviews and occupational group panels.

This process will allow the consultant to verify and determine the essential duties, minimum qualifications, and level of responsibility for each position. The Human Resources Manager, Project Steering Committee, elected officials, and other administrators as appropriate will be responsible for reviewing and approving the recommended classification structure and job descriptions provided by the consultant.

In summary, the consultant will perform the following:

ACTIVITY	DESCRIPTION
PDQ Completion	<ul style="list-style-type: none">➤ All employees included in the study will be asked to complete a PDQ; employees can either complete it individually or as a group if they are in the same classification.➤ To ensure employees complete the PDQs properly and accurately, consultant will walk them through the PDQ and explain what is required to complete each PDQ section during the initial on-site meetings.
PDQ Review	<ul style="list-style-type: none">➤ Consultant will review all completed PDQs.➤ Individual employees will be interviewed as needed in order to clarify information included in their PDQs and to ensure that the consultant understands their jobs.➤ The consultant will also meet with occupational groupings to discuss the overall class structure for their occupational group relative to the County's adopted classification philosophy. The panels will enable the consultant to involve employees and managers directly in the process of reviewing the class structure so that any changes in the structure will be more readily accepted by employees and managers.

Task II Classification Study (Continued):

ACTIVITY	DESCRIPTION
Classification Structure	<ul style="list-style-type: none">➤ Based on the information gathered in the PDQs, interviews, and the occupational panel process, consultant will develop a new classification structure that combines like or similar jobs into broader classes, resulting in fewer classifications, greater flexibility and clearer career ladders in various job families (as appropriate and according to the County's classification strategy).➤ Consultant will recommend the appropriate job classification for each position for which there is a Position Description Questionnaire.
New Job Descriptions	<ul style="list-style-type: none">➤ Based on the current job descriptions, PDQs, interviews, and occupational panel groups, consultant will develop new job descriptions, ensuring all requirements regarding essential functions and minimum qualifications are included.➤ Job descriptions will also ensure requirements for the ADA, EEO standards, and other legally required information are clearly identified and are appropriate for each classification.➤ Consultant will also determine the appropriate FLSA status of each job using the <u>new FLSA guidelines</u> that went into effect on August 23, 2004, and Oregon Wage and Hour laws.
Approval	<ul style="list-style-type: none">➤ Consultant will provide the County with a job description check-off form. This form will allow the County to indicate any required changes or modifications to the draft job descriptions.➤ Consultant will modify and finalize the job descriptions as appropriate.

Task III: Job Leveling Study

Although the focus of this project is to design and build a classification structure that is largely market based, there will be occasions when market data will not be sufficient or available. Consequently, the County will need to have a tool available that will enable it to determine the appropriate placement of jobs within its overall structure. In this Task, the consultant will provide an appropriate job-leveling tool for use by the County.

Currently, the County utilizes internal equity, combined with point factor ranking, to establish salary ranges for each of the County's classification titles. Because this system is no longer flexible or responsive enough to meet the County's recruitment and retention needs, market pricing needs to have a greater role in establishing compensation for County employees. However, relying on a market pricing system for ranking jobs is cumbersome and does not provide a method for classifying individual positions where market data may not be available. Consequently, the consultant will review alternative leveling tools available to the County and select an alternative method if appropriate.

The consultant will review the proposed internal hierarchy with the County and modify it as required. The Project Steering Committee, the Human Resources Manager, elected officials and other County staff as appropriate will be responsible for reviewing and approving the recommended job levels.

In summary, the consultant will perform the following:

ACTIVITY	DESCRIPTION
Apply Leveling Tool	➤ Consultant will apply the selected leveling tool to the new job classifications.
Approval	➤ Consultant will discuss the internal hierarchy that is created within the County and modify and finalize hierarchy as appropriate.
Inform Employees	➤ Consultant will provide the County with a handbook that explains the purpose of job leveling, as well as all the definitions, forms, processes, and procedures of applying the leveling tool.

Task IV: Compensation Study

The purpose of the compensation study is to ensure the compensation structure is competitive with the relevant labor markets for personnel. It will be necessary to identify benchmark organizations and job classifications on which to collect comparable market data. During this task, the consultant will develop a classification and salary structure(s) that reflects the proper balance of internal and external equity and will provide a recommendation as to where the County should be placed relative to the market.

During this task, the Project Steering Committee, Human Resources Manager, elected officials, and other administrators as appropriate, will be responsible for assisting the consultant in selecting organizations to survey within the County's labor market, selecting benchmark jobs to be surveyed, reviewing the data collection form developed by the consultant, and reviewing the draft compensation report produced by the consultant (the majority of the County's time will be spent reviewing the draft compensation report).

In summary, the consultant will perform the following:

ACTIVITY	DESCRIPTION
Define Labor Market	<ul style="list-style-type: none">➤ Consultant and County will select organizations to survey within the County's defined recruitment markets for the various occupational groups.➤ When determining organizations to include in the survey, size, geographic location, and industry are major considerations. If appropriate, the organizations will vary based on the level of job surveyed (i.e. different jobs have different recruiting markets).
Select Benchmark Jobs	<ul style="list-style-type: none">➤ <i>WorldatWork</i> recommends a minimum of 50% of job classes/titles be priced when building and using a market based system and a 30% sample when using a structured job evaluation/leveling tool. Because the actual number of job classes will be unknown until Task II is completed, the number of benchmark jobs will be discussed with the Project Steering Committee, Human Resources Manager, elected officials, and other administrators and an appropriate number will be jointly selected.➤ Benchmark jobs should be representative of the level of responsibility throughout the County, jobs found in most organizations, or those jobs that the County is having recruitment or retention problems.

Task IV Compensation Study (Continued):

ACTIVITY	DESCRIPTION
Benchmark Summaries	<ul style="list-style-type: none"> ➤ Consultant will write benchmark summaries for the classifications selected to aid the participating organizations in matching their classifications to the County's, with final approval from the County.
Data Collection Form	<ul style="list-style-type: none"> ➤ Consultant will develop a customized data collection form to collect comparable pay data from the labor market, with final approval from the County.
Collect Data	<ul style="list-style-type: none"> ➤ Consultant will distribute the data collection form and follow-up with participants to encourage participation, answer questions, and ensure data quality. Status reports based on weekly follow-up calls regarding survey participation will be sent to the County. ➤ In order to encourage responses from organizations, consultant will provide them with a summary of the survey results (i.e. a participant report). ➤ Consultant will also use available published data sources including the ICMA and IPMA surveys, as well as other commercially available surveys of public and private sector jobs to obtain market information for the County.
Verify Data	<ul style="list-style-type: none"> ➤ Consultant will collect, enter, and analyze the compensation data collected from participants. Consultant will follow-up with participants to ensure the accuracy of benchmark matches. ➤ Consultant will develop a database of survey results that will be provided to the County for future use when updating the system.
Determine Competitive Nature	<ul style="list-style-type: none"> ➤ Consultant will analyze the current pay with the market to determine if the County leads, matches, or lags the market based on the County's compensation philosophy.

Task IV Compensation Study (Continued):

ACTIVITY	DESCRIPTION
Develop New Structure	<ul style="list-style-type: none">➤ Consultant will use the market pay results to develop a new compensation structure as specified by the County. .➤ Consultant will develop the structure with standard compensation analytical tools, such as regression analysis, expanding range spreads, and other tools as appropriate to prevent pay compression, inequities, and other problems commonly associated with salary structures.
Options	<ul style="list-style-type: none">➤ Consultant will discuss with the County how alternative individual and group compensation practices are suitable in relation to the County's philosophy and strategy.➤ Implementation costs and strategies will be discussed and adjustments made as required.
Transition	<ul style="list-style-type: none">➤ Consultant will discuss with the County how we can transition from the existing system to the updated system. Consideration will be given to budget constraints and current personnel practices.
Admin. Guidelines	<ul style="list-style-type: none">➤ Consultant will provide the County with Compensation Administration Guidelines that describe how to administer the new compensation system. The Guidelines will address issues such as fundamentals of compensation systems, how to grant employee increases, how to deal with promotions, transfers and demotions, and other administrative issues.

Task V: Final Report

Consultant will prepare a report summarizing the processes used to conduct the study and the findings and recommendations of the study. The County will have an opportunity to review and discuss the report with the consultant. Based on these discussions, the consultant will update and finalize the report and develop a transition program to implement the new system. Consultant will also provide the County with an executive summary that can be distributed to employees to apprise them of the study process, results, and recommendations.

In summary, the consultant will perform the following:

ACTIVITY	DESCRIPTION
Draft Report	<ul style="list-style-type: none">➤ The draft report will include:<ol style="list-style-type: none">1. A detailed summary of the classification and compensation study process.2. The County's classification and compensation philosophy and strategy.3. Results of the market salary survey and analysis.4. Market summary sheet for each benchmark job.5. Recommended classification and compensation structure.6. Recommended alternative rewards strategies and programs.7. Analysis of various implementation methods and communications.8. An analysis of the cost (budget) implications of the recommendations.9. Recommendations of how to transition from the current system to the new system, including employee communication methods.10. Recommendations on a process to update and keep the system current (salary administration, reclassifications, salary structure updates, etc.), with associated guidelines and forms.
Other Final Documents	<ul style="list-style-type: none">➤ Other final documents that will have been submitted during the course of the study are:<ol style="list-style-type: none">1. Job Leveling Results2. New classification structure3. New job descriptions4. Compensation Administration Guidelines5. HR Training

Task V: Final Report (Continued):

ACTIVITY	DESCRIPTION
Final Report	<ul style="list-style-type: none">➤ Based on the County's review and recommended changes, the consultant will finalize the draft report and an appropriate number of copies will be sent to the County.➤ Consultant will present the findings and recommendations to the Board of County Commissioners, Project Steering Committee, County managers, and general employees. This will allow all parties an opportunity to ask questions and have a complete understanding of the project.
Training	<ul style="list-style-type: none">➤ Consultant will provide on-site training session for appropriate County staff in all aspects of the job leveling process and compensation system.

STUDY SCHEDULE

The consultant is prepared to commence the work within three weeks of receiving the County's authorization to proceed.

Conducting the study in a timely manner is important, however, given the significance of this project, it is just as important for County officials, administrators, and employees to have sufficient time to review and approve the recommendations of the consultant and to ensure proper communications occur. The following timeline provides the County sufficient time to review the consultant's recommendations and still have adequate time to communicate internally with employees. This timeline also ensures that the consultant has adequate time to perform a thorough review of the County's jobs and compensation systems. Because the timeline presented is very generous, it is possible that the study will be completed ahead of schedule.

The following is an estimate to complete each Task by month. The consultant will discuss the details of each task during Task I and identify specific deadlines for the project at that time.

TASK	DESCRIPTION	Dec	Jan	Feb	Mar	Apr	May	Jun
Task I	Study Initiation and Administration							
Task II	Classification Study							
Task III	Job Leveling Study							
Task IV	Compensation Study							
Task V	Final Report							

FOX LAWSON & ASSOCIATES, LLC

FIRM INFORMATION AND DESCRIPTION

Our firm has been in business since 1981, beginning as the public sector compensation consulting practice at Arthur Young & Company. In 1989, Arthur Young merged with Ernst & Whinney to become Ernst & Young. In January 1995, Ernst & Young elected to withdraw from the public sector marketplace and sold its public sector compensation consulting practice to Fox Lawson & Associates LLC. Fox Lawson & Associates LLC was organized as a limited liability corporation in the state of Minnesota in January 1995, and by sale agreement with Ernst & Young, is the successor firm to Ernst & Young LLP's public sector compensation and human resources consulting practice.

The two partners of the firm, James Fox and Bruce Lawson, have worked together and were responsible for all engagements of Ernst & Young's Public Sector Compensation & Human Resources Consulting Practice for more than thirteen years prior to forming Fox Lawson & Associates LLC. Since its establishment, FLA has more than tripled the business it started with from Ernst & Young and continues to provide the technical expertise and know-how commonly associated with larger firms and the innovative customer service and flexibility typically experienced with smaller firms. We are a full-service firm.

We serve our clients nationally, from two offices located at:

MINNESOTA	ARIZONA
1335 County Road D East	PO Box 32985
Saint Paul, MN 55109-5260	Phoenix, AZ 85064-2985
Phone: (651) 635-0976	Phone: (602) 840-1070
Fax: (651) 635-0980	Fax: (602) 840-1071
Partner: James Fox, Ph.D., IPMA-CP	Partner: Bruce Lawson, CCP, IPMA-CP

We are guided by the following principles:

FLA MISSION

To build a company that clients seek when they want to align their compensation, benefits, and human resources systems to their business strategy.

FLA VISION

To provide a level of client satisfaction and technical competence that exceeds our competitors.

FLA VALUES

The professional principles of integrity, quality, communication, and work ethic will lead our firm.

FLA employs individuals who embrace these elements of our firm. Furthermore, our consultants are not contractors, they are full-time employees. Thus, they have a direct line of sight to our firm's operations. They hold professional certifications, achievements, and degrees from various professional organizations and universities.

We serve our clients nationally on a variety of classification, compensation, and human resources issues. Areas of professional assistance include:

- Classification and Compensation Studies
- Organizational Change Management
- Performance Planning and Evaluation
- Human Resources Planning and Audits
- Executive Compensation Planning
- Human Resources Re-engineering

While we have a broad understanding of human resources systems, our firm specializes in classification and compensation studies. These studies typically include: developing new classification structures and job descriptions, evaluating jobs with a job evaluation methodology to determine the internal equity, conducting a custom tailored salary survey, developing a competitive pay system, recommending strategies to implement the new compensation structure, and ensuring appropriate administrative and procedural guidelines are in place to maintain the system. These studies ensure that our clients are in compliance with applicable laws and regulations, such as the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), and Equal Employment Opportunity (EEO) standards and have pay systems that are appropriate for their organization and market strategy.

Over the past ten and one-half years, our partners and staff have served more than 500 public sector clients. Given the number of related projects we have completed, we have included a sampling of references that demonstrates our experience in conducting engagements for public sector organizations. Contact names and phone numbers are listed for each project. These projects are relevant in demonstrating our ability to meet the needs of Jefferson County and show considerable experience in developing compensation programs for counties, as well as other governmental organizations. Our references can attest to the timeliness, quality, and responsiveness of the services we provide, as well as our knowledge of legal issues, such as the ADA and FLSA, our understanding of job classifications, and our skill and ability in dealing with public organizations and sensitive personnel issues.

Below are a few key points and some of the services we would like to highlight about our firm.

CLIENT SERVICE

In a recent survey of clients that we have served in the past five years, the independent firm Dun & Bradstreet found that the quality of services Fox Lawson & Associates delivered to its clients exceeded the services delivered by nearly 90 other consulting firms it competes with, many firms which are large, well-known, national firms. The factors rated included cost, timeliness, quality, responsiveness to problems, technical support, quantity delivered versus quantity requested, and the attitude of personnel.

JOB EVALUATION

Our staff has been instrumental in developing and applying job evaluation methodologies to better meet our clients' needs in changing environments. Because no single method of job evaluation fits the needs of all clients, we offer a "family" of job evaluation methods, including the Decision BandTM Method; Flex/PointTM, a point factor plan; and JFACSTM, an automated job evaluation system which uses a scored questionnaire. In addition to these job evaluation methods, our firm is experienced in fine tuning various job evaluation methods by updating the language and/or the mathematical weighting schemes behind various job evaluation systems to ensure they are free of bias and are valid and reliable. Consequently, we are in an ideal position to assist the County in selecting or developing a tool that will work more effectively than your current methodology.

SALARY DATABASE

FLA conducts about 50-60 custom compensation and benefit surveys throughout the country each year. From these surveys, we have developed an extensive database of salary information for government systems. This database contains information for 97 benchmarks (jobs that are common to most organizations), in 29 different job families. It encompasses nine different types of public sector entities of varying size and geographic location. Each benchmark within our database has been evaluated with our own proprietary job evaluation method. If we have your title and job evaluation rating we are able to reference comparable market data for your organization. We have found this database to be a valuable resource for obtaining either a single market figure for an individual job, or to supplement any data collected by a custom salary survey.

STATE OF THE ART CLASSIFICATION AND COMPENSATION SOFTWARE

Our firm has continually utilized software and other automated tools to streamline the process and procedures involved in developing and maintaining classification and compensation systems. The compensation planning software that we utilize, Comp ManagerTM, has been installed in hundreds of organizations. Our automated job evaluation tool, JFACS, has served as the objective basis for classification and compensation designs for some of the largest government organizations in the

country for nearly 20 years. We also have a strategic partnership with Link HR Systems, Inc. in working with automated compensation and job evaluation software.

INDUSTRY ASSOCIATIONS

We also have a strategic alliance with the International Public Management Association for Human Resources (IPMA – HR), the National Public Employers Labor Relations Association (NPELRA), and the Colleges and Universities Professional Association for Human Resources (CUPA - HR) and have conducted a series of training seminars/workshops on compensation, classification, job evaluation, and employee benefits management throughout the nation in conjunction with these organizations.

INDUSTRY LEADERSHIP

The consultants of Fox Lawson & Associates have demonstrated leadership in the field of compensation. Each member of FLA has obtained their CCP or teaches courses through *WorkatWork*, including Job Analysis and Evaluation, Performance Management, Broad Banding, and Variable Pay seminars at *WorldatWork* or through the International Public Management Association for Human Resources (IPMA-HR).

INDUSTRY PRESENTATIONS

We have been featured speakers at every IPMA-HR national conference for the past 20 years. We also have been featured speakers at every NPELRA (a public sector labor relations organization) national conference for the past 10 years.

PUBLISHED ARTICLES

We publish a quarterly newsletter, "FLA Solutions," for clients on key topics affecting the public sector. Previous articles have included discussions on alternative rewards, such as skill or competency based pay, best practices in salary administration, and the Sherman Antitrust Act, as well as several other progressive topics in the public sector. We write a quarterly compensation answer column called *CompDoctor™* for the IPMA-HR NEWS. We also have published articles in American City and County, Public Management, Corporate Report Ventures, Corporate Board Member, and Benefits Planner. We encourage you to access many of these articles through our website at www.foxlawson.com.

CLIENT EXPECTATIONS

Fox Lawson & Associates LLC takes pride in fulfilling and exceeding our clients' expectations. To ensure that we are accomplishing this, we distribute client satisfaction feedback surveys on a monthly basis. These surveys provide valuable feedback regarding our performance on projects and the level of satisfaction of our clients. Below are some of the comments we consistently receive from our clients.

Customer Service and Follow-Up

"FLA is very responsive to their clients' questions and immediate needs; if there is a question, it is answered quickly and in words we

understand." - *Lucy Gangone, Assoc. Librarian for Administrative Services., Hartford Public Library.*

Teaching, Feedback & Guidance

"FLA does an excellent job walking their clients through the project; they teach 'classification and compensation 101' and they move up to advanced courses when we are ready." - *Charles Klein, HR Director, City of Bismarck, ND.*

Flexible

"FLA is willing to work around their clients' schedules, and ensure project deadlines are met." - *Mary Lou Rizzo, Director of Personnel Division, Miami-Dade County, FL*

Professional

"FLA is very professional, knowledgeable, and accommodating in handling their clients' questions and concerns." - *Mara Cook, HR Manager, Atlanta Regional Commission.*

Analytic Ability & Data Quality

"FLA analyzes data in a manner that is easy to understand and provides data that is credible and valid." - *Dr. Elva LeBlanc, President, Galveston College, TX.*

AFFIRMATIVE ACTION STATEMENT

The firm's President has overall responsibility for the implementation, direction, and maintenance of results of the firm's affirmative action policy in all our U.S. offices, assisted by the local office managing partner. Furthermore, managing partners are responsible for implementing and maintaining the affirmative action program at the local office level.

It is the policy of Fox Lawson & Associates LLC to recruit, hire, and promote for all job classifications without regard to race, religion, color, creed, national origin, age, sex, marital status, sexual orientation, affectional preference, disability or veteran status. All staffing decisions are based solely on the qualifications of each individual. The firm does not discriminate in working conditions, physical facilities, or any other term, condition or privilege of employment including transfer, compensation, training, promotion, demotion, or separation.

We wish to affirm Fox Lawson & Associates LLC's ongoing commitment to equal opportunity. The managing partner has the responsibility for ensuring that equal employment opportunity is provided for all personnel in the local office.