

Agenda Item 8 - Class and Comp Study Recommendations January 17, 2024



Class and Comp Study

- In Fall of 2022, SMART conducted an RFP for a classification and compensation study, selecting Koff and Associates, a subsidiary of Gallagher Benefits Services, as the vendor.
- The District's last class and comp study was completed in 2016, also by Koff and Associates.
- The project consisted of two studies, a classification study and a compensation study, that focused on SMART's unrepresented positions.
- Final reports and recommendations were received from the consultant in August of 2023.

Classification Study

- Reviewed 56 unrepresented job classifications.
- Multi-step process including:
 - Staff orientation meetings.
 - Questionnaires completed by staff and supervisor/manager.
 - Interviews with staff and supervisor/manager.
 - Review of draft job descriptions by incumbents and supervisor/manager.
 - Additional interviews and revisions as needed.
 - Job analysis and review of FLSA status.
 - Review with HR Manager and District leadership.

Class Study Recommendations

- Title Changes – Koff recommended title changes for 17 of the 56 classifications studied.
 - Staff recommends accepting all but one of the 17 proposed title changes - Code Compliance Officer.
- Reclassification – recommended for positions that have had changes to level or scope of work and/or job functions that have been added to or removed from those positions over time.
 - As a result of the study, Koff recommended reclassifying 4 positions. Staff recommends accepting all 4 of the position reclassifications.

Class Study Implementation

- Staff recommends implementing the 16 title changes in February 2024
 - With the exception of reclassifications
- Staff recommends implementing the 4 reclassifications in the Fiscal Year 2024/2025 budget (July 2024)

Compensation Study

Study process:

- 33 classifications were selected as benchmark positions.
- Benchmark classes are those that are compared to the market and used as a way to anchor SMART's overall plan to the market.
- 12 comparator agencies were selected based on organizational type and structure, similarity of staff, scope of services provided and labor market or geographic area.
- Data gathered included base salary, retirement, deferred comp, insurance benefits, leaves, etc.
- A classification falling within 5% of the median is considered to be competitive.

Comparator Agencies

1. Altamont Corridor Express (San Joaquin Regional Rail Commission)
2. Bay Area Rapid Transit (BART)
3. County of Marin
4. County of Sonoma
5. Golden Gate Transit
6. Los Angeles County Metropolitan Transportation Authority
7. North County Transit District
8. Sacramento Regional Transit District
9. San Francisco Municipal Transportation Agency (MTA)
10. San Mateo County Transit District
11. Santa Clara Valley Transportation Authority (VTA)
12. Southern California Regional Rail Authority (Metrolink)



Compensation Study Findings

Summary of findings:

- SMART's base salaries in comparison to market median are 0.6% above the market (effectively at market).
- SMART's total compensation in comparison to market median is 1.3% above market (effectively at market).
- SMART's benefit package, which reflects a 0.9% "gain" in the labor market, neither provides an advantage or indicates a lag in benefits when compared to the market.

Compensation Current Structure

- Current compensation structure includes salary ranges with 5 steps of 5% each.
- Staff eligible for annual step increase on anniversary date until reach top step, with satisfactory evaluation.
- Once at top of range, receive cost-of-living adjustment (COLA) only, if COLA approved as part of the budget process.

Compensation Recommendations

- Adopt new structure – wider ranges (25%) with minimum and maximum wages but no steps.
- Staff eligible for 5% annual increase at start of fiscal year, with satisfactory performance, until top of range is reached.
- Staff at top of range receive COLA if provided in budget.
- Freeze salaries for positions found to be above market until the market catches up. (11 positions). – Non-base building COLA if provided in budget

Benefits of Recommendations

- Allows for flexibility in hiring.
- Controls salary growth and costs.
- Wider ranges allow for longer wage progression before staff hit top of range and “max out”.
- Keeps competitive with market.
 - Dependent on yearly COLA

Compensation Implementation

Fiscal Year 2024/2025 Budget (July 2024):

- New Wage Structure and pay ranges (staff recommendations)

Questions?

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