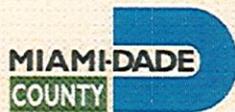


# MIAMI-DADE COUNTY PAY PLAN PRESENTATION

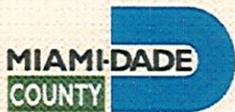


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Compensation and Benefits Review Ad Hoc Committee (June 28, 2012)

# ORGANIZATIONAL PROFILE

- 25 Departments within the Mayor's Purview
- 13 separate entities:
  - Board of County Commissioners
  - CITT
  - Clerk of Courts
  - Commission on Ethics
  - County Attorney
  - Inspector General
  - Judicial Administration
  - Law Library
  - Legal Aid
  - Miami Dade Economic Advocacy Trust
  - Property Appraisal
  - South Florida Workforce Investment Board
  - State Attorney's Office

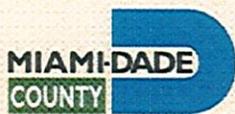


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# ORGANIZATIONAL PROFILE

- 29,716 employees including part-time, seasonal workers and employees on leave of absence
- 26,042 current full-time employees
- Classified service employees earn civil service retention rights to their positions
- Exempt employees serve "at will"

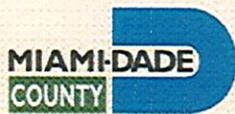
<b>FULL-TIME EMPLOYEES</b>	Exempt	Classified	<b>TOTAL</b>
Bargaining	633	22,710	23,343
Non-Bargaining	2,333	366	2,699
<b>TOTAL</b>	<b>2,966</b>	<b>23,076</b>	<b>26,042</b>



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# COLLECTIVE BARGAINING UNITS

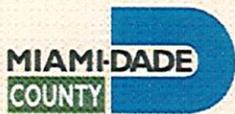
- Ten total bargaining units:
  - Four American Federation of State, County & Municipal Employees (AFSCME): Water & Sewer, Solid Waste, Aviation, General
  - Government Supervisors Association (Supervisory and Professional)
  - International Association of Firefighters
  - Police Benevolent Association (Supervisory and Rank & File)
  - Transport Workers Union
- Contracts cover a three year term; current contract period is 10/1/2011 – 9/30/2014
- Approximately 26,901 full/part-time employees are unionized (91% of workforce)



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# MIAMI-DADE COUNTY PAY PLAN

- Adopted annually by the Board of County Commissioners
- Reflects pay for all employees
- Contains approximately 2,247 job classifications
- Has open ranges, step ranges, and flat rates
- Pay Plan consists of:
  - Pay determined pursuant to collective bargaining
  - Pay for non-bargaining unit employees under the Mayor's purview
  - Pay for non-bargaining unit employees pursuant to Non-Mayoral officials' authority



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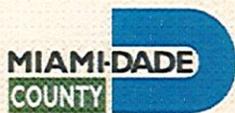
# MIAMI-DADE COUNTY PAY PLAN (Cont'd)

## Pay Ranges:

- Classified Service is comprised of pay steps, ranges, and flat rates
- Exempt Service is comprised of both open ranges and pay step ranges
- Employees not at the maximum of the pay range are eligible for both merit and cost of living increases

## Reclassifications Requests:

- Classified Service employees have the right to request a review of their classification when they believe it is not properly classified
- Exempt Service employees may request a review of their classification with the approval of the Mayor and the Office of Management and Budget



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# PAY PLAN (Cont'd)

## Number of Job Classifications Per Bargaining Unit

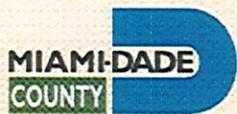
<b>BARGAINING UNIT</b>	<b>NUMBER OF JOB CLASSES</b>	<b>NUMBER OF EMPLOYEES</b>
AFSCME 121 Water & Sewer	88	1,662
AFSCME 3292 Solid Waste	9	636
AFSCME 1542 Aviation	74	832
AFSCME 199 General	404	9,346
PBA Law Enforcement Supervisory	5	247
PBA Rank & File	30	5,069
IAFF 1403 Firefighter	9	1,960
TWU Local 291 Transit	39	2,688
GSAF Supervisory	448	3,091
GSAF Professional	183	1,370
NON-BARGAINING	958	2,815
<b>TOTALS:</b>	<b>2,247</b>	<b>29,716</b>



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# REASONS FOR THE NUMBER OF JOB CLASSIFICATIONS

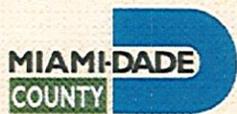
- Mission specific positions that have unique qualification requirements
- Pay Plan currently has 1,048 single incumbent classifications: 47% of all job classifications
- Some classifications are bargaining unit specific to reflect their affiliation with a certified bargaining unit such as Secretary, W&S Secretary, and Airport Secretary



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# REASONS FOR THE NUMBER OF DISTINCT PAY RANGES

- Difference between Mayoral and Non-Mayoral classifications
- Past and present products of collective bargaining negotiations
- Terms of the municipal mergers



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# PAY STEP RANGES

- Two tier pay structure: In-hire rates reduced in November 1991 from step 5 to step 1
- Pre November 1991 pay ranges vary from 5 – 10 step pay ranges (includes 2 longevity steps)
- Post November 1991 pay ranges vary from 9 – 12 step pay ranges (includes 2 longevity steps)
- 23% of workforce was hired prior to November 1991
- 62% of job classifications have pay steps
- 78% of the workforce is on pay steps
- Department Directors may appoint ***new hires*** at an intermediate pay rate



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# PAY STEP PROGRESSION

## Progression to pay step two after 13 pay periods:

- AFSCME 1542 Aviation
- PBA Rank & File
- PBA Law Enforcement Supervisory
- TWU Local 291 Transit

## Progression to pay step two after 26 pay periods:

- GSAF Supervisory & Professional
- AFSCME Local 3292 Solid Waste
- AFSCME Local 199 General
- AFSCME Local 121 Water & Sewer
- IAFF 1403 Firefighter  
(Fire Rescue Dispatcher only)\*

\*Employees in classifications within IAFF Firefighter Unit 1403 are appointed at pay step three and progress to pay step four after 26 pay periods, except Fire Rescue Dispatchers who progress to pay step two after 26 pay periods.

- May progress annually to the next pay step but **MUST** have at least a satisfactory performance evaluation
- Once the employee reaches the maximum pay step of the range, he/she may progress to two longevity steps at five year intervals subject to satisfactory performance



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# SAMPLE PAY STEP RANGES POST NOVEMBER 1991

## TWELVE STEP RANGE

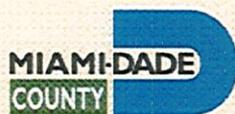
										L1	L2	
1	2	3	4	5	6	7	8	9	10	11	12	STOP
6 months or 12 months	1 year	5 years	5 years									

## NINE STEP RANGE

									L1	L2	
1	2	3	4	5	6	7	8	9	10	11	STOP
6 months	1 year	5 years	5 years								

## SEVEN STEP RANGE

							L1	L2	
1	2	3	4	5	6	7	8	9	STOP
6 months or 12 months	1 year	5 years	5 years						

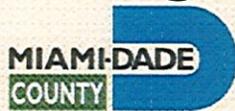


\*L1 and L2 are longevity pay steps

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# OPEN RANGES

- 38% of job classifications in open pay ranges
- 22% of workforce in open pay ranges
- Professional/managerial non-bargaining unit employees; some exempt clerical employees
- A few bargaining unit classifications, e.g. Transit and Information Technology
- Nine percent average spread between pay grade maxima
- Ranges do not contemplate mid-point control or compa ratios
- Allows for flexibility in pay administration
- Employees with at least satisfactory performance may progress to the maximum of the pay range
- Longevity pay steps do not apply



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**XIX. PAY GRADE RANGES  
WITHOUT JULY 2011 3% COLA**

Pay Grade	Post 11/91 Minimum*		Pre 11/91 Minimum**		Maximum	
00	\$1,652.54	\$42,966	\$1,933.48	\$50,270	\$2,813.49	\$73,151
01	\$1,938.50	\$50,401	\$2,268.05	\$58,969	\$3,083.40	\$80,168
02	\$2,075.90	\$53,973	\$2,428.80	\$63,149	\$3,324.56	\$86,439
03	\$2,223.17	\$57,802	\$2,601.13	\$67,629	\$3,588.66	\$93,305
04	\$2,380.18	\$61,885	\$2,784.82	\$72,405	\$3,870.03	\$100,621
05	\$2,547.02	\$66,223	\$2,980.03	\$77,481	\$4,174.34	\$108,533
06	\$2,907.50	\$75,595	\$3,198.22	\$83,154	\$4,507.41	\$117,193
07	\$3,121.48	\$81,158	\$3,433.63	\$89,274	\$4,874.86	\$126,746
08	\$3,356.38	\$87,266	\$3,692.03	\$95,993	\$5,276.76	\$137,196
09	\$3,601.76	\$93,646	\$3,961.93	\$103,010	\$5,701.70	\$148,244
10	\$3,878.37	\$100,838	\$4,266.22	\$110,922	\$6,184.04	\$160,785
11	\$4,181.12	\$108,709	\$4,599.21	\$119,579	\$6,712.22	\$174,518
12	\$4,504.79	\$117,125	\$4,955.29	\$128,838	\$7,286.42	\$189,447
13	\$4,854.48	\$126,216	\$5,339.93	\$138,838	\$8,571.41	\$222,857
14	\$5,687.65	\$147,879	\$6,285.49	\$163,423	\$10,090.41	\$262,351
15	\$6,788.25	\$176,495	\$7,501.78	\$195,046	\$11,102.33	\$288,661
16	\$7,127.66	\$185,319	\$7,876.87	\$204,799	\$11,657.45	\$303,094
17	\$7,467.09	\$194,144	\$8,251.96	\$214,551	\$12,212.54	\$317,526

\* Minimum pay rate for those employees hired on or after November 1, 1991

\*\* Minimum pay rate for those employees hired prior to November 1, 1991

July 2011 – Non bargaining employees under the Mayor’s purview began a 10% insurance contribution

**PAY GRADE RANGES  
WITH JULY 2011 3% COLA**

Pay Grade	Post 11/91 Minimum*		Pre 11/91 Minimum**		Maximum	
20	\$1,702.12	\$44,255	\$1,991.48	\$51,778	\$2,897.89	\$75,345
21	\$1,996.66	\$51,913	\$2,336.09	\$60,738	\$3,175.90	\$82,573
22	\$2,138.18	\$55,593	\$2,501.66	\$65,043	\$3,424.30	\$89,032
23	\$2,289.87	\$59,537	\$2,679.16	\$69,658	\$3,696.32	\$96,104
24	\$2,451.59	\$63,741	\$2,868.36	\$74,577	\$3,986.13	\$103,639
25	\$2,623.43	\$68,209	\$3,069.43	\$79,805	\$4,299.57	\$111,789
26	\$2,994.73	\$77,863	\$3,294.17	\$85,648	\$4,642.63	\$120,708
27	\$3,215.12	\$83,593	\$3,536.64	\$91,953	\$5,021.11	\$130,549
28	\$3,457.07	\$89,844	\$3,802.79	\$98,873	\$5,435.06	\$141,312
29	\$3,709.81	\$96,455	\$4,080.79	\$106,101	\$5,872.75	\$152,692
30	\$3,994.72	\$103,863	\$4,394.21	\$114,249	\$6,369.56	\$165,609
31	\$4,306.55	\$111,970	\$4,737.19	\$123,167	\$6,913.59	\$179,753
32	\$4,639.93	\$120,638	\$5,103.95	\$132,703	\$7,505.01	\$195,130
33	\$5,000.11	\$130,003	\$5,500.13	\$143,003	\$8,828.55	\$229,542
34	\$5,858.28	\$152,315	\$6,474.05	\$168,325	\$10,393.12	\$270,221

\* Minimum pay rate for those employees hired on or after November 1, 1991

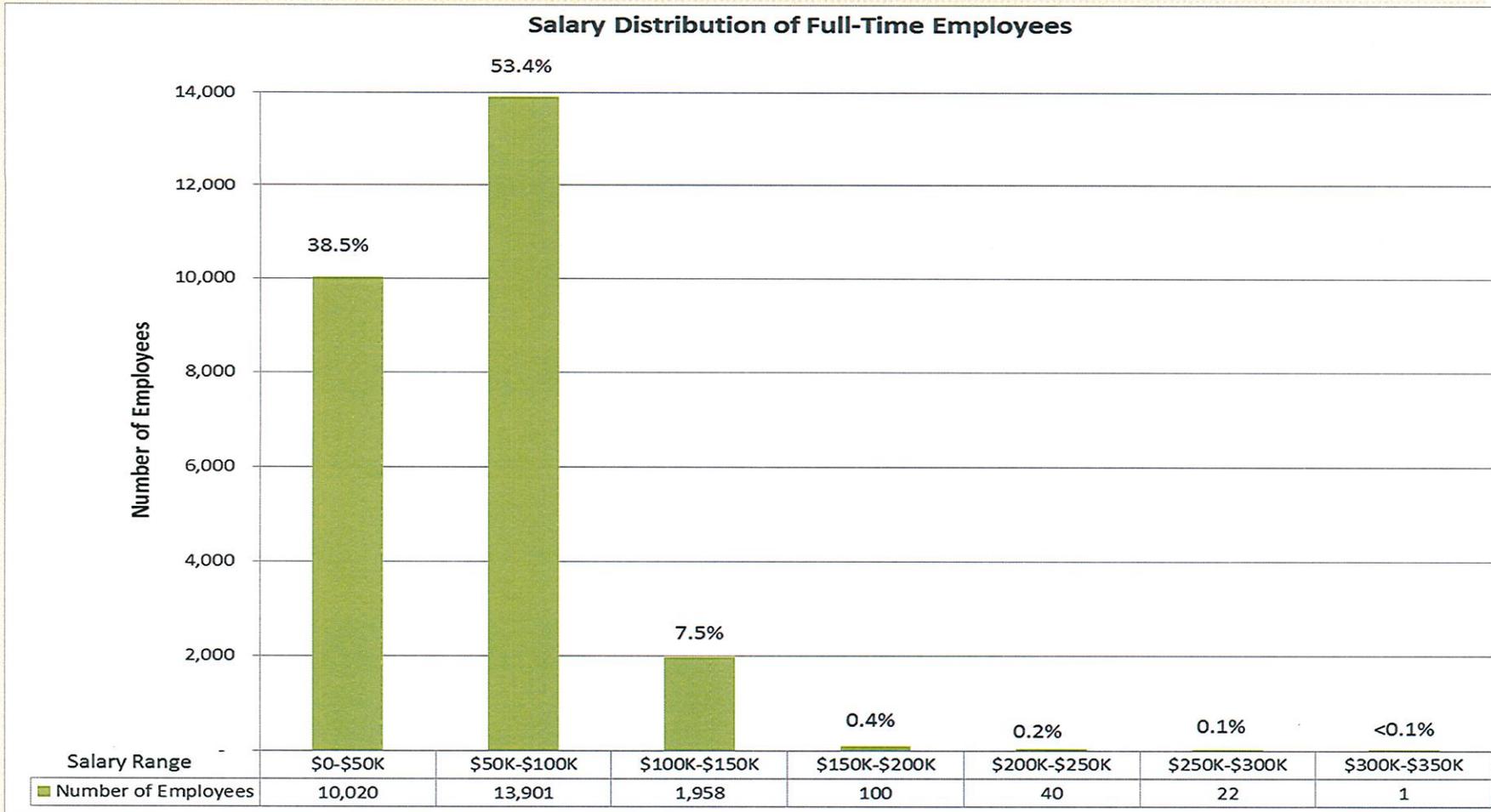
\*\* Minimum pay rate for those employees hired prior to November 1, 1991\*\*\*



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# DISTRIBUTION OF PAY

	PAY STEPS	PAY RANGES
Percent of classifications	62%	38%
Percent of workforce	78%	22%



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# MERIT INCREASES

- Annual merit raise based on at least satisfactory performance until employee's pay equals the maximum of the pay range
  - \*Under the current 10/1/2011 – 9/30/2014 bargaining agreement, merit increases have been reinstated
  - \*Merits for non-bargaining unit employees under the Mayor's purview have been frozen since October 2011
- Employees on pay steps are eligible to receive one pay step, approximately 4.8%
- Pay differentials between pay steps not standard; reflective of many years of assorted changes

# MERIT INCREASES (Cont'd)

- No ability to differentiate among performance levels
- Non-bargaining unit employees appointed to open ranges customarily receive 5% for satisfactory performance
- Bargaining unit employees appointed to open ranges receive the negotiated rate for satisfactory performance; this historically has been 5%

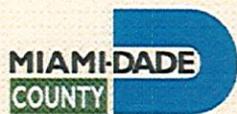
# COST OF LIVING ADJUSTMENT

- Employees are eligible to receive both a merit increase and an additional wage adjustment commonly referred to as a COLA.

## COLAs:

- Negotiated each contract cycle
- May be extended to non-bargaining unit employees pursuant to BCC action
- Applied both to pay steps and pay ranges AND employee's pay

\*Under the current 10/1/2011 – 9/30/2014 bargaining agreements, no COLA is provided



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# COST OF LIVING ADJUSTMENT

## Historical Wage Increases (COLA)

Effective Date	AFSCME 121 WASD	AFSCME 1542 Aviation	AFSCME 199 General	AFSCME 3292 Waste	GSAF OPEIU 100 Supervisors	GSAF OPEIU 100 Professionals	PBA Rank & File	PBA Supervisory	IAFF 1403 Fire	TWU 291 Transit	Non Bargaining
07/03/06	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
07/02/07	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
06/30/08	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
07/01/09	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2010 <sup>(1)</sup>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
06/27/11 <sup>(2)</sup>	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	0%
2012 <sup>(3) (4)</sup>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2013	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2014	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

- (1) February 2010 – Begin 5% insurance contribution to County’s healthcare costs in lieu of 5% salary reduction
- (2) Most non-bargaining unit employees did not receive the 3% COLA except: Law Library, Clerk of Courts, CITT and select employees in SFWIB. Additionally, in July 2011, all non-bargaining unit employees under the Mayor’s purview increased insurance contribution from 5% to 10%
- (3) Bargaining unit employees increased insurance contribution from 5% to 9% (Except Fire)
- (4) AFSCME Local 199 received a 1% pay plan reduction (reduction of COLA)



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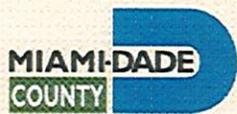
# PROMOTIONAL INCREASES

- Classified Service

- Equivalent of one pay step or the entrance pay of the classification to which the employee is promoted, whichever is greater
- No discretion to grant more

- Exempt Service

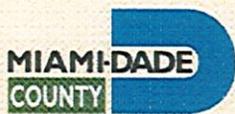
- Conventionally 5% or the minimum of the pay range, whichever is greater
- May grant less or nothing at all as long as the rate is within the new pay range
- Promotional or merit increases greater than 5% must be authorized by the Mayor



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# PAY PLAN MAINTENANCE

- New classifications are created when there is no existing classification in the Pay Plan describing the work performed
- The Mayor or County Attorney may establish, assign and maintain appropriate job classifications, salary ranges, and pay supplements for classified and exempt service positions on a temporary basis.
- On a yearly basis classifications no longer utilized are abolished from the Pay Plan



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# COUNTY PAY PLAN COMPARED TO OTHER PUBLIC SECTOR ENTITIES

Why can't we be like the Federal Government?

- Although many feel that the Federal Government has a simple pay schedule, they have multiple plans.

<b>PAY PLAN</b>	<b>DESCRIPTION</b>	<b>NUMBER OF CLASSIFICATIONS</b>
Executive Service	President's Cabinet and Subcabinet Members	Determined by the President with Senate Approval
Senior Executive Services	Non Executive Positions who are high level special assistants	687 Combined with Executive Service
General Services	White Collar Workers	346
Federal Wage System	Trades, Crafts and Labor Positions	128

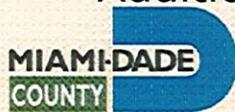


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# COUNTY PAY PLAN COMPARED TO OTHER PUBLIC SECTOR ENTITIES (Cont'd)

- A 2011 study for the City of Phoenix by the Segal Company concluded that the following pay practices are consistent in both the public and private sector:
  - Additions to Base Pay
  - Pay Adjustments
  - Pay Plan Design (i.e. Open Ranges, Steps & Grades and/or Flat Rates)
  - Salary Budget Increases
  - Pay Progression (i.e. Steps Increases & Pay for Performance)
  - Tuition Reimbursement
  - Perquisites (i.e. Sabbaticals, Car Allowance, Executive Physicals, etc.)

\*Additional survey information provided (Attachment 1)



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QUESTIONS???



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## PAY PLAN COMPARISONS

	Total Workforce	# Job Classes	Ratio of Employees to Job Classes	Pay Plan Design	Bargaining Units	Pay Plan Progression	Supplements	Longevity Bonus
Miami-Dade	29,716	2,246	13:1	Steps & Open Ranges	10	Yearly Merits	Yes	% of base pay after 15 years
City of Miami	3,500	1,168	3:1	Steps & Open Ranges	6	Not automatic Depends on budget for this contract Prior policy - Increase given on anniversary date	Yes	5% of base after 10 years  5% after 15 years  5% after 20 years
Broward	5,500	1,000	6:1	Steps & Open Ranges	7	Not automatic Depends on Budget	None	None
Palm Beach	5,845	1127	5:1	Steps & Open Ranges	2	Not automatic Depends on Budget	Yes	None
State of Florida	108,761	257	423:1	Broadband	10	May be given anytime depending on funding availability	Yes	None
Houston, TX	23,000	733	31:1	Steps & Open Ranges	3	Not automatic Depends on Budget	Yes	Yes  \$2 bi-weekly X Years of service
Phoenix, AZ	14,000	1,037	14:1	Steps & Open Ranges	8	Steps & Pay for Performance  Varies per agreement	Yes  Varies per agreement	Yes  Varies per agreement

**CITY OF MIAMI**

**TOTAL WORK FORCE:** 3,500

**TOTAL CLASSIFICATIONS:** 1,168

**RATIO OF EMPLOYEES  
TO JOB CLASSES:** 3:1

**PAY PLAN DESIGN:** Steps (Bargaining Units) & Open Ranges

**BARGAINING UNITS:** The majority of employees are represented by:

- American Federation of State, County and Municipal Employees, Local 1907, ALF-CIO
- Fraternal Order of Police, Miami Lodge No. 20
- Fraternal Order of Police – Detention Officers, Miami Lodge No. 20
- International Association of Firefighters, Local 587, AFL-CIO
- Florida Public Employees' Council 79, AFSCME, AFL-CIO, local 871
- Solid Waste Employees

**PAY PLAN PROGRESSION:** Salary increases are frozen during this contract period. Policy allows for a one-step increase on the employee's anniversary date with a satisfactory or above satisfactory performance evaluation

**SUPPLEMENTS:** Yes

**LONGEVITY BONUS:** After ten (10) years of service employees receive an additional 5% equivalent to the next higher step. After fifteen (15) and twenty (20) years, a second and third pay increase shall be granted in accordance with the requirements for the first longevity increase

**ANNUAL LEAVE:** Annual leave is capped per bargaining unit; non-bargaining employees are capped at 500 hours.

**SICK LEAVE:** Sick leave is capped per bargaining agreement; non-bargaining is capped at 500 hours.

**SOURCE:** Shellande Tropnas, Employee Relations, City of Miami

**BROWARD COUNTY**

**TOTAL WORK FORCE:** 5,500

**TOTAL CLASSIFICATIONS:** Approximately 1,000

**RATIO OF EMPLOYEES TO JOB CLASSES:** 6:1

**PAY PLAN DESIGN:** Steps (Bargaining Units) & Open Ranges

Steps removed from unrepresented employees in 1993

**BARGAINING UNITS:** The majority of employees are represented by:

- Amalgamated Transit Union Local 1267
- Amalgamated Transit Union, Local 1591 (White Collar)
- Federation of Public Employees (Blue Collar)
- Federation of Public Employees, Non-Supervisory Unit
- Federation of Public Employees, Supervisory Unit
- Government Supervisors Association, Local 100 Professional Unit
- Government Supervisors Association, Local 100 Supervisory Unit

**PAY PLAN PROGRESSION:**

Salary increases are given depending on the budget. If an employee meets or exceeds expectations they are given the % allocated. If they exceed expectations they are also eligible for a one-time bonus of up to \$5,000 depending on the department's budget.

**SUPPLEMENTS:** None

**LONGEVITY BONUS:** None

**ANNUAL LEAVE:** Employees may not accrue more than 280 hours of annual leave. All hours beyond 280 hours will be automatically cashed out providing the employee has used at least 80 hours during the year.

**SICK LEAVE:** There is no limit on sick leave hours carried over. Employees who terminate are paid 25% of their unused sick leave up to 960 hours. Employees who retire are paid 50% of their unused sick leave up to 960 hours.

**SOURCE:** Sharon Woods, Compensation Manager, Human Resources Division

**PALM BEACH COUNTY**

**TOTAL WORK FORCE:** 5,845

**TOTAL CLASSIFICATIONS:** Approximately 1127

**RATIO OF EMPLOYEES TO JOB CLASSES:** 5:1

**PAY PLAN DESIGN:** Open ranges with the exception of the IAFF work force

**BARGAINING UNITS:** IAFF (Fire) and the Communication Workers of America (CWA)  
Employees in the CWA are all maintenance employees and total 1,600 (27%) of total work force.

**PAY PLAN PROGRESSION:** Palm Beach County eliminated merit increases many years ago. Permanent full-time and part-time employees shall be eligible for one across the board increase. The amount of the across-the-board increase and method of payment will be determined by the Board of County Commissioners prior to the beginning of each fiscal year.

**SUPPLEMENTS:** YES. Palm Beach County offers special compensation for Shift Differential; Standby Pay; Leadworker; Temporary Promotion or Working at Higher Classification; Certifications; Firefighter (advanced degree); Tool Allowance and Local Area Network Administration.

**LONGEVITY BONUS:** Longevity pay has been discontinued for Non-bargaining Unit Employees hired after May 6, 1992 and for CWA Bargaining Unit employees hired after October 1, 1994.

**ANNUAL LEAVE:** Employees cannot carry more than 400 hours into the new calendar year. Employees are paid upon termination for unused annual leave up to 400 hours.

**SICK LEAVE:** There is no cap on sick leave accrual. For payout purposes, employees hired prior to 10/1/1994 will be paid 25% after five (5) years and 50% after ten (10) years, not to exceed 500 hours. Employees hired after 10/1/1994 will be eligible to be paid for 10% of their accrued sick leave balance after ten (10) years of employment, payout not to exceed 500 hours.

**SOURCE:** Sue Everton, Compensation, Palm Beach County.

STATE OF FLORIDA

TOTAL WORK FORCE: 108,761

TOTAL CLASSIFICATIONS: 237

RATIO OF EMPLOYEES TO JOB CLASSES: 423:1

PAY PLAN DESIGN: Broadband

BARGAINING UNITS: Employees are represented by:

- AFSCME Master Contract
- Federation of Physicians & Dentists
- Federation of Physicians & Dentists – Supervisory Non-Professional
- Police Benevolent Association – Florida Highway Patrol
- Police Benevolent Association – Law Enforcement Unit
- Police Benevolent Association – Special Agent Unit
- Teamsters Local 2011
- Florida Nurses Association
- Florida State Fire Service Association
- State Employees Attorneys Guild

PAY PLAN PROGRESSION: Salary increases may be given at any time with justification and availability of funding

SUPPLEMENTS: Yes

LONGEVITY BONUS: None

ANNUAL LEAVE: Annual leave for Career Service Employees is capped at 240 hours. Annual leave for Selected Exempt Service and Senior Management Service is capped at 480 hours

SICK LEAVE: No limit for accrual of sick leave for Career Service, Selected Exempt Service and Senior Management. After ten years of service employees may cash out 25% of the sick leave balance not to exceed 480 hours

SOURCE: Website

**CITY OF HOUSTON, TEXAS**

**TOTAL WORK FORCE:** 23,000

**TOTAL CLASSIFICATIONS:** 733

**RATIO OF EMPLOYEES  
TO JOB CLASSES::** 31:1

**PAY PLAN DESIGN:** All Civilian Employees are in a Pay Range (37 Pay Grades)

**BARGAINING UNITS:** All Civilian Employees are in one bargaining unit. Police and Fire are in separate bargaining units

**PAY PLAN PROGRESSION:** The City of Houston has very broad pay ranges so it is not expected for an employee to go from the minimum to the maximum. Currently the city does not have a salary budget this year per their contract. The next two years employees will have across-the-board increases. Merit increases were not included in the latest contract as the previous years. Department directors are allowed to give individual performance increases (budget permitting) and internal equity or market maintenance adjustments (after validation and budget permitting).

**SUPPLEMENTS:** Where there is an existing policy the City of Houston provides special assignment pay and pay for certifications. If there is no existing policy, they do not.

**LONGEVITY BONUS:** The City of Houston provides a regular longevity pay of \$2.00 bi-weekly for each year of service (\$52/year X years of service). Police and Fire are capped at 25 years. There is no cap for civilians.

**ANNUAL LEAVE:** Vacation days accrue up to 360 hours (720 hours for longer tenured employees) and are paid out upon termination.

**SICK LEAVE:** The City of Houston matches any sick leave hours unused up to an accrual of 1,040 hours. After 1,040 hours employees continue to accrue 65 hours a year, but the city will not match unused accruals after 1,040 hours. Upon termination employees are paid only for hours accrued over 1,040. (Example: Upon termination an employee with 1,050 hours would be paid for ten hours).

**SOURCE:** Janet McCowan, Compensation Manager, City of Houston

**CITY OF PHOENIX, ARIZONA**

**TOTAL WORK FORCE:** 14,000

**TOTAL CLASSIFICATIONS:** Approximately 1,037

**RATIO OF EMPLOYEES TO JOB CLASSES:** 14:1

**PAY PLAN DESIGN:** Steps & Open Ranges

**BARGAINING UNITS:** All employees are represented by one of the following:

- LIUNA, Local 1077
- AFSCME, Local 2384
- AFSCME, Local 2960
- PLEA (Police)
- IAFF (Fire)
- PPSLA
- City Manager – (Executives & Middle Management)
- ASPTA

**PAY PLAN PROGRESSION:** Steps and Performance based depending on bargaining unit.

**SUPPLEMENTS:** Yes – Vary per represented units

**LONGEVITY BONUS:** Yes – Vary per represented units

**ANNUAL LEAVE:** Allows for accrual and pay out of annual leave. Amounts vary per represented units.

**SICK LEAVE:** Allows for accrual and pay out of annual leave. Amounts vary per represented units.

**SOURCE:** WEBSITE