



**MIAMI-DADE COUNTY
FINAL OFFICIAL MINUTES
Compensation and Benefits Review Ad Hoc
Committee (CBRAHC) Workshop**

Board of County Commissioners

Stephen P. Clark Government Center
3rd Floor Conference Room
111 N.W. First Street
Miami, Florida 33128

May 23, 2013
As Advertised

Harvey Ruvlin, Clerk
Board of County Commissioners

Christopher Agrippa, Division Chief
Clerk of the Board Division

Alan Eisenberg, Commission Reporter
(305) 375-2510



CLERK'S SUMMARY AND OFFICIAL MINUTES
COMPENSATION AND BENEFITS REVIEW AD HOC COMMITTEE WORKSHOP
May 23, 2013

I. Call to Order & Opening Statement

The Compensation and Benefits Review Ad Hoc Committee (CBRAHC) convened a workshop in the Commission Chambers of the Stephen P. Clark Government Center (SPCGC) on May 23, 2013 at 10:55 a.m. Commissioner Barbara J. Jordan, CBRAHC Chairwoman; and Commissioners Esteban L. Bovo, Jr., and Jean Monestime were present.

Also present were: Board of County Commissioners (BCC) Chairwoman Rebeca Sosa; Vice Chair Lynda Bell; and Commissioners Bruno A. Barreiro, Dennis C. Moss, Javier D. Souto, and Xavier L. Suarez.

The following staff members were present: Deputy Mayor Edward Marquez; Assistant County Attorney Eric Rodriguez; Clerk of the Board Division Chief Christopher Agrippa and Deputy Clerk Alan Eisenberg.

CBRAHC Chairwoman Jordan acknowledged BCC Chairwoman Sosa for scheduling today's (5/23) workshop. She explained that during last year's impasse proceedings she observed that the County's budget problems would not magically disappear. Chairwoman Jordan noted a \$50 million shortfall in the General Fund existed in the Fiscal Year (FY) 2013-14 budget. She said that previous County Commission Chairman Joe Martinez granted her request to establish the CBRAHC to review cost saving measures and to present options for future negotiations to the Board. Chairwoman Jordan explained that the CBRAHC met with staff over a period of several months and reviewed an extensive amount of information in an effort to identify cost savings measures. She said that these measures, if implemented, could provide substantial future savings to the County.

CBRAHC Chairwoman Jordan noted binders were distributed containing the CBRAHC Final Report, Recommendations and supporting documents. She asked Acting Internal Services Department Assistant Director Arlene Cuellar to provide an overview of the CBRAHC's recommendations and to answer her colleagues' questions pertaining to these recommendations. Chairwoman Jordan noted a straw poll vote on each of the recommendations and/or suggestion/menu items would be taken following the presentations. She said that the recommendations receiving the majority vote would be drafted as directives to lead the Administration in its upcoming negotiations with the County unions.

In response to CBRAHC Chairwoman Jordan's inquiry, Assistant County Attorney Rodriguez advised that recommendations would need to be submitted to the Board as an agenda item to comply with notification requirements and that a straw poll vote on recommendations would be permitted. He also clarified that any proposed recommendations would be considered during the FY 2014-16 union negotiations, beginning with the October 1, 2014 contracts.

II. Final Report and Recommendation Overview

Ms. Cuellar explained that a significant amount of data was reviewed by the CBRAHC during nine meetings and the following five recommendations and four additional suggestion/menu items were put forward by that Committee. Ms. Cuellar provided a Power Point presentation on the Final Report and Recommendations.

Ms. Cuellar provided an Organizational Profile of the County's workforce, noting 25 departments within the Mayor's purview, as well as 13 entities that were not under the Mayor's purview, existed. She noted these entities, depending upon their authority, might have rules that differ from those governing the departments under the Mayor's purview. Ms. Cuellar indicated that the County had approximately 29,081 employees of which 25,513 were full-time employees. She explained that Classified Service employees received civil service protection and Exempt employees served "at will". Ms. Cuellar noted different rules and procedures governed pay and compensation for both employee groups based upon whether they were in bargaining or non-bargaining units. She explained that there were ten bargaining units; that the current three-year contract term was from October 1, 2011 through September 30, 2014; that any negotiations for the FY 2013-14 contract period would only pertain to reopeners in the existing contracts; and that approximately 26,212 employees were covered by a collective bargaining unit.

Ms. Cuellar noted the County Commission adopted the pay plan annually as part of the budget process. She said that the pay plan established pay ranges for all employees and consisted of pay determined by collective bargaining for employees both under the Mayor's purview and for those who were not. Ms. Cuellar presented a graph depicting the adjusted salary distribution for full-time employees.

III. Recommendations

- **Recommendation #1: Reduce the number of job classifications**

Ms. Cuellar noted the reduction of classifications was an ongoing process and obsolete positions were removed from the pay plan on an annual basis. She said that there were currently 2,238 job classifications and presented figures representing the total number of job classifications, as well as the number of employees within each bargaining unit. Ms. Cuellar noted the large number of job classifications existed due to: 1) mission specific positions with unique qualification requirements; 2) single-incumbent classifications; and 3) bargaining-unit-specific classifications.

- **Recommendation #2: Cap yearly salary increases (merit pay and cost of living adjustments (COLA))**

Ms. Cuellar noted the recommendation was to provide employees with a maximum combined yearly increase of five percent, to include both merit pay and COLA.

In response to BCC Chairwoman Sosa's inquiry pertaining to salary increases, CBRAHC Chairwoman Jordan clarified that salary increases previously exceeded the proposed five percent cap, noting merit increases were close to five percent and COLA's were up to three percent.

Ms. Cuellar explained that employees received merit increases until they reached the top of their pay range, noting approximately 24 percent of the County employees had reached the top of their pay range and were no longer eligible to receive merit increases. She noted merit increases for bargaining unit employees were reinstated; merit increases for non-bargaining unit employees under the Mayor's purview were frozen since October 2011; and merit increases for employees in the executive/management team were frozen since 2007. Ms. Cuellar said that merit increases averaged between 4.3 and 4.8 percent and the average range between pay steps was 4.3 percent. She said that it was currently not possible to differentiate among performance levels, noting employees performing satisfactorily and those performing outstandingly would receive the same increase.

Commissioner Bell said that she disagreed with Ms. Cuellar's last comment, noting an employee with an average performance would receive a lower merit increase than an employee with an outstanding performance.

Ms. Cuellar explained that step classifications in the pay plan contained exact values at each step. She said that when an employee was eligible to progress to the next step, the system applied the value of the next step and managers did not have the flexibility to grant anything less than the full increase and progress the employee to the next step.

Commissioner Bell suggested that the steps be re-evaluated.

Ms. Cuellar noted re-evaluating the steps was another option being considered by the CBRAHC.

CBRAHC Chairwoman Jordan explained that employees automatically received the same step increase whether they received a satisfactory or above evaluation. She said that this recommendation would give an employee's evaluating supervisors the flexibility to award merit increases on a sliding scale based upon performance evaluations to an amount that would not exceed the combined merit and COLA increase up to a total of five percent.

BCC Chairwoman Sosa questioned whether the CBRAHC also recommended that real evaluations be performed and only those employees who deserved an increase would receive one.

CBRAHC Chairwoman Jordan explained that an employee receiving below a satisfactory evaluation would not receive a step increase.

Commissioner Moss inquired whether step increases were based upon years of service or other criteria; whether merit increases and step increases were considered the same; and whether eligibility was determined annually.

Ms. Cuellar explained that merit increases were granted or deferred based on a one-year evaluation period, after a supervisor and a reviewer both evaluated an employee's performance for that year. She noted if an employee was in a classification that was in a step range, once that employee was eligible to progress to the next step, he/she would receive a merit increase as a progression and would receive the equivalent of the base pay for that particular step. Ms. Cuellar said that all employees had an individual pay anniversary date and upon completion of 26 pay periods were eligible for an evaluation and a possible merit increase depending on their performance.

Commissioner Moss asked whether the County's procedures were similar to those in other governmental organizations.

Ms. Cuellar explained that Miami-Dade Public Schools (MDPS) provided across-the-board wage adjustments with a satisfactory evaluation, similar to a COLA; however, they did not grant merit pay.

BCC Chairwoman Sosa clarified that MDPS had a step plan whereby employees advanced based upon years of service until they reached the cap and were then only eligible for the COLA. She said employees advanced to the next pay step upon receiving an annual evaluation. Chairwoman Sosa noted the merit increase was eliminated because of its negative connotation and possible favoritism in the evaluation process. She said that she would like to create a more objective system in which employees were rewarded based upon the number years of service and specific expertise.

CBRAHC Chairwoman Jordan noted the County already had the system described by BCC Chairwoman Sosa. She said that the County offered a merit increase which was the same as steps based upon the number years of service. Chairwoman Jordan noted newly-hired employees with experience could begin at a rate higher than the beginning step based on the hiring supervisors' recommendation. She said that subsequent increases were less subjective and granted automatically.

Ms. Cuellar explained that employees were eligible to receive both a merit increase and a COLA. She noted COLA's were negotiated each contract cycle; they may be extended to non-bargaining unit employees; and they were applied to pay steps, pay ranges and employees' pay. Ms. Cuellar noted a historical depiction of COLA's for both bargaining unit and non-bargaining unit employees was contained on page 12 of the presentation.

CBRAHC Chairwoman Jordan pointed out that the County could not sustain itself with an eight to nine percent annual increase to employees' salaries.

Commissioner Moss inquired whether other large systems had annual increases to employees' salaries, and if so, whether the percentage increases were similar to the County's.

Ms. Cuellar noted City of Fort Lauderdale employees received both a merit increase and a COLA and she would need to inquire further as to the percentage increase received. She

indicated that the City of Miami Beach offered annual merit increases and compensation was based upon a pay for performance structure, similar to the structure mentioned earlier by Commissioner Bell. Ms. Cuellar said that employees at the City of Miami were eligible for both a merit increase and a COLA.

CBRAHC Chairwoman Jordan noted she believed nationwide data was compiled by the CBRAHC for merit increases and COLAs and this data should be provided to Board members.

Commissioner Bovo noted he recalled that this information was provided from other governmental agencies; however, it was difficult to obtain such information from private sector employers.

Ms. Cuellar noted the requested information was presented in a report entitled Pay Plan Comparisons in the Final Report with Back-up Materials, under the second tab entitled Recommendation #1 and #4 Pay Plan, Attachment 1.

- **Recommendation #3: Evaluate long-term, part-time employees to determine if eligible for full-time conversion**

Ms. Cuellar explained that the County currently had approximately 2,300 part-time seasonal employees; that 63 percent of part-time seasonal employees had been employed for fewer than two years; and that 37 percent had an average longevity of five years. She referred to the Part-time Employee Utilization data that was contained under the fourth tab entitled Recommendation #3 Part-Time Utilization in the Final Report with Back-up Materials.

Ms. Cuellar noted many employees were part-time because of operational need or contractual obligations. She said that new language was included in the most recent Collective Bargaining Agreement with the American Federation of State, County and Municipal Employees (AFSCME) 199-General, which required that "Part-time positions which result in a regular schedule that is equal to or greater than seventy hours bi-weekly shall be evaluated for conversion to a full-time position as part of the annual budget preparation process."

Ms. Cuellar noted the County employed 462 temporary agency employees in FY 2011-12.

BCC Chairwoman Sosa asked Ms. Cuellar to prepare a report showing the cost effectiveness of converting part-time employees to full time employment.

CBRAHC Chairwoman Jordan noted a policy existed that required part-time positions be reviewed for conversion to full-time after a designated timeframe.

Ms. Cuellar clarified that the policy CBRAHC Chairwoman Jordan was referring to pertained to temporary agency employees.

Commissioner Moss asked Ms. Cuellar to provide the number of part-time employees that worked the entire year and those that were seasonal workers.

- **Recommendation #4: Restructure the Pay Plan with open ranges and reduce the new hire rate by approximately 9-10 percent (2 steps), thus implementing an additional tier to the Pay Plan.**

Ms. Cuellar explained that the County currently had a multi-tier pay plan, noting employees hired after November 1991 were hired at step one rather than at step five and that 22 percent of the workforce was hired prior to November 1991. She said that open pay ranges allowed more flexibility to grant employees less than a five percent pay increase. Ms. Cuellar also noted open pay ranges eliminated longevity steps, thus allowing employees the ability to reach the maximum of the range sooner. She said employees no longer received merit increases once reaching Longevity 2; however, they remained eligible for a COLA. She noted an employee could be promoted into another classification where he/she would be lower in the range and then be eligible to progress through steps in that classification.

Commissioner Moss inquired whether an employee could receive an unsatisfactory evaluation during a portion of the five-year interval between longevity steps and still receive a merit increase.

Ms. Cuellar clarified that the employee would be eligible for a merit increase upon satisfactory evaluation for an average of the five years.

Ms. Cuellar described the County's Multi-tier Pay Plan, noting it had three tiers with Twelve Step Ranges, Eleven Step Ranges and Nine Step Ranges. Ms. Cuellar said that employees hired after November 1991 were hired at Step 1; that employees hired before November 1991 were hired at Step 5; and that Transport Workers Union employees hired between 1986 and 1991 were hired at Step 2. She noted employees today were hired at Step 1 in the Twelve Step Range and progressed annually through Step 9 upon receiving a satisfactory evaluation with a merit increase of approximately 3.4 percent. Upon reaching Step 10, employees then waited five years until reaching Step 11 (Longevity 1) and another five years until Step 12 (Longevity 2) at which time they would stop receiving any salary increase other than a COLA.

Pursuant to BCC Chairwoman Sosa's question, Ms. Cuellar confirmed that each step currently represented one year for most County employees.

CBRAHC Chairwoman Jordan noted employees starting at Step 5 would reach the maximum of their pay range in six years; however, those starting at Step 1 took ten years to reach the maximum of the range.

Ms. Cuellar noted approximately 24 percent of the workforce was currently at the maximum of their pay range and not eligible for any increases.

Ms. Cuellar explained that Recommendation #4 would create a new tier where newly-hired employees would be hired at a trainee rate below Step 1 in order to reduce the new hire rate by approximately 9-10 percent.

Commissioner Moss questioned the rationale behind employees starting at Step 5 prior to November 1991.

Ms. Cuellar explained that employees were hired at the minimum of the range at Step 5 and the employees began being hired at Step 1 in order to reduce costs.

CBRAHC Chairwoman Jordan clarified that Steps 1-4 were considered trainee steps. She noted this Recommendation would reduce the pay plan by two steps and put two trainee levels back into the pay plan.

Commissioner Suarez noted this recommendation was just adding another tier to an overly complicated system. He inquired whether the County could be more like the private sector and eliminate the numerous numbers of tiers and classifications for newly-hired employees.

BCC Chairwoman Sosa noted under the present system, employees reached the maximum of their pay range too quickly, resulting in salaries that were higher than the private sector; and salaries needed to be scaled back for the first five years, at which time employees would receive competitive salaries. She said the past could not be changed but the future could. Chairwoman Sosa commended CBRAHC Chairwoman Jordan along with Commissioners Bovo, Monestime and Diaz for their diligence on this Committee and for opening up a conversation that would lead to legislative changes with the ultimate result of compensating County employees fairly.

Commissioner Suarez said his remarks were not addressing employee salaries, noting he believed that some County employees were underpaid. He said his concern was related to the number of tiers and pay steps. Commissioner Suarez noted the complexity of the pay structure prevented the Board from quickly quantifying its decisions and evaluating the economic impact when negotiating with the unions.

CBRAHC Chairwoman Jordan noted an open pay range gave flexibility to the director or supervisor to hire a new employee at a salary level based upon his/her qualifications and not locked into steps. She said that the Committee members evaluated the effects of pay steps and COLAs on the growth of the annual budget, and to prevent the budget from growing by eight to nine percent annually. CBRAHC Chairwoman Jordan pointed out that these recommendations were guidelines for negotiations with the County's unions. She noted unions were asked to make presentations to the CBRAHC and to provide comments; however, they declined because they wanted to avoid any potential conflicts with their particular agendas.

Commissioner Bovo said that a different set of rules governing pay, sick leave and annual leave for newly-hired employees might become necessary. He said that perhaps there might be two different models, one for existing employees and another for newly-hired employees. Commissioner Bovo noted these recommendations were intended as guidelines for the Mayor to use in negotiating with the County's unions.

BCC Chairwoman Sosa acknowledged CBRAHC Chairwoman Jordan for her leadership and for attempting to bring fair changes to County government that made sense considering current economic challenges.

Commissioner Suarez pointed out that unions did not have much power to negotiate for prospective employees because they were not currently union members. He also said unions should consider that these changes along with simplification of the pay steps would promote additional hiring resulting in increased union membership. Commissioner Suarez noted he supported the elimination of payouts for accumulated annual leave. He said he concurred with CBRAHC Chairwoman Jordan that some County employees were underpaid.

BCC Chairwoman Sosa explained that County commissioners could present their suggestions in the form of a resolution to the Board for the Mayor to negotiate with the unions. She stressed that changes should be made for the future and not retroactively, noting it was important to consider fair salaries for everyone.

Ms. Cuellar noted the Chart entitled: Impact of 2 Step In-hiring Reduction depicted two employee classifications for each of the County's bargaining units; it showed the current starting salary, and the starting salary with a One Step and a Two Step pay reduction.

BCC Chairwoman Sosa observed that the starting salary for a Fire Rescue Dispatcher was higher than the salary of a teacher with twelve years' experience.

Commissioner Moss inquired whether the CBRAHC considered salary levels at other similar organizations.

Assistant County Attorney Rodriguez noted he believed the previous Compensation and Benefits Review Committee (CBRC) conducted a salary survey.

Ms. Cuellar noted the Internal Services Department (ISD) conducted three surveys for the CBRAHC; a compensation survey, a labor survey and a benefits survey. She noted these studies did not compare specific classifications to classifications within other municipalities or counties.

BCC Chairwoman Sosa asked Ms. Cuellar to prepare a comparison of employee salaries broken down into classifications for municipalities other than Miami-Dade County.

Deputy Mayor Marquez cautioned that a comparison with other municipalities or counties would not be an exact comparison due to differences between the organizations; and a comparison would need to be made with the private industry as well.

BCC Chairwoman Sosa noted she had seen comparisons with other municipal firefighters and police officers who earned more than County firefighters and police officers.

CBRAHC Chairwoman Jordan explained that many of these recommendations were included in the previous Fox Lawson Study that was conducted ten years ago, particularly in terms of the

reduction in the number of job classifications. She noted the Study determined that top administrative salaries at the County were high; however, it was not clear that a Deputy Mayor in Miami-Dade County had the same responsibilities as his/her counterpart in New York City. Chairwoman Jordan pointed out that it would be difficult to obtain accurate comparisons because of the different variables from one organization to another.

Commissioner Bell noted she believed this data was available through either the Florida League of Cities or the Miami-Dade County League of Cities. She said the starting salaries were not necessarily the main problem; rather, the issue was that County salaries increased too rapidly due to the compilation of eight or nine percent annual COLA and merit pay over a number of years.

- **Recommendation #5: Limit Sick leave payments to a maximum of 600 hours and calculate the payout rate at an average of the employee's total earnings, rather than at the rate earned at separation. (For new hires only).**

CBRAHC Chairwoman Jordan noted a majority of Committee members voted in support of this recommendation.

BCC Chairwoman Sosa inquired whether Annual leave was included in this recommendation.

Ms. Cuellar noted Annual leave was included in the Additional Suggestions/Menu Items.

Ms. Cuellar explained that currently employees who retired or resigned with less than 30 years of County service were eligible to receive up to a maximum 1,000 hours Sick leave payout when leaving the County and that there was no maximum payout for employees with 30 years' service or 25 years for employees in a Special Risk/Executive category. She noted employees were eligible for Sick leave payout after 10 years of service and the payment was a percentage calculated based on the number of years of continuous County service according to the Sick leave payout procedure that was included under the Recommendation #5 Tab in the Final Report. Ms. Cuellar indicated that the average number of sick leave hours banked was 383 hours and the average longevity of the County workforce was 13.3 years.

Commissioner Bovo noted employees only followed the rules of engagement and did not make them up. He said that the accumulated Sick leave payout was considered a source of secondary retirement program. Commissioner Bovo noted the Committee engaged in extensive discussions including capping the payout at the time it was earned, rather than at the end of an employee's career when he/she was at the maximum salary.

Commissioner Moss asked whether the 383 average Sick leave hours banked was for employees retiring or the entire workforce.

Ms. Cuellar clarified that it was an average across the entire workforce.

Commissioner Moss inquired whether any comparisons were made with other large organizations and governments.

Ms. Cuellar indicated that Sick leave and Annual leave eligibility and payout procedure comparisons were compiled for other municipalities. She noted this information was included under the Recommendations # 2 Tab in the Final Report.

Commissioner Barreiro pointed out that the County would not have the money needed for Sick and Annual leave payouts in the event of a large number of employees leaving at one time. He expressed concern that reserve funds were continually spent for other purposes. Commissioner Barreiro noted he supported payouts being calculated based on an average of the employee's total earnings, rather than the rate earned at separation.

IV. Additional Suggestions/Menu Items

- **Item #1: Reduce bankable annual leave from 500 to 300 hours (For New Hires Only)**

Ms. Cuellar noted the average number of annual leave hours banked was 210 hours.

Commissioner Bell observed that 500 hours of bankable leave was a significant amount of time.

- **Item #2: Provide employees with a one-time bonus, in lieu of a COLA and/or merit increase during times of fiscal hardships and/or once the maximum rate of the pay plan is reached.**

Ms. Cuellar noted 24 percent of the County's workforce was at the maximum of the pay range and was not eligible for merit increases. She said that a 1.5 percent one-time, non-recurring bonus was given to employees in 1991 and two percent in 1992 when the pay plan was changed, noting a bonus would not inflate employee salaries or grow the pay plan.

- **Item #3: Negotiate changes to the current layoff policy, to provide civil service credit for exempt service.**

Ms. Cuellar noted exempt employees did not receive civil service protection.

CBRAHC Chairwoman Jordan explained that the Community Action and Human Services Department (CAHSD) and some other departments received the majority of their funding through the federal government. She stated that there was a previous proposal to convert exempt employees to civil service status, noting those employees would have been the first ones to lose their jobs if they were converted. Chairwoman Jordan said that this suggestion would provide exempt service employees credit for the number of years working for the County.

- **Item #4: Review the pay plan every three (3) years with comparable government/entities to remain competitive and/or conduct market research.**

Ms. Cuellar noted the Internal Services Department currently conducted comparisons on an as needed basis to address retention and/or recruitment challenges.

Commissioner Bell suggested that job descriptions be included in the review.

V. Comments

BCC Acting Chairwoman Bell acknowledged CBRAHC Chairwoman Jordan, Committee members and staff for their work in compiling the Final Report.

Commissioner Moss expressed his appreciation to CBRAHC Chairwoman Jordan, Committee members and staff, noting this was a very revealing discussion which needed to be pursued. He said that these recommendations would provide direction to the Mayor in his upcoming union negotiations. Commissioner Moss inquired what would happen in the event an employee accumulated annual leave that exceeded the 500-hour bankable limit.

Ms. Cuellar explained that employees would lose hours exceeding the 500-hour limit annually at the time of conversion.

Commissioner Moss suggested that the contract with current employees working for the County should be honored and any changes should apply only to new employees.

VI Straw Poll

CBRAHC Chairwoman Jordan asked that a Straw Poll be taken on each Recommendation in order to initiate appropriate legislation directing the Mayor to include these Recommendations as guidelines in his upcoming negotiations with County unions.

Ms. Cuellar proceeded to read each of the proposed recommendations.

- **Recommendation 1: Reduce the number of job classifications.**

7 Yes votes:

Commissioners Barreiro, Bell, Bovo, Jordan, Monestime, Moss, and Suarez voted "Yes"; (Chairwoman Sosa and Commissioners Diaz, Edmonson, Heyman, Souto, and Zapata were "Absent").

Following the vote, Commissioner Moss inquired whether all single-person classifications were necessary, noting as an example the functions performed by a secretary were probably similar throughout the County.

CBRAHC Chairwoman Jordan explained that departments used specific classifications to prevent others from bumping into their department through the civil service process. She said that some positions would be justified based on the specialization; however, a secretary could learn specific terminology on the job and the skills set remained the same.

Ms. Cuellar noted she agreed that the Internal Services Department would need to review and modify the current list of single-person classifications.

Commissioner Moss pointed out that he did not want to single out secretaries and the review was necessary across all job classifications.

- **Recommendation 2: Cap yearly salary increases attributed to merit increases and Cost of Living Increases (COLA) to a maximum of 5 percent annually.**

7 Yes votes:

Commissioners Barreiro, Bell, Bovo, Jordan, Monestime, Moss, and Suarez voted "Yes"; (Chairwoman Sosa and Commissioners Diaz, Edmonson, Heyman, Souto, and Zapata were "Absent").

- **Recommendation 3: Evaluate long-term, part-time employees on an annual basis to determine whether a full-time position would be more cost effective, unless otherwise prohibited by collective bargaining agreement.**

7 Yes votes:

Commissioners Barreiro, Bell, Bovo, Jordan, Monestime, Moss, and Suarez voted "Yes"; (Chairwoman Sosa and Commissioners Diaz, Edmonson, Heyman, Souto, and Zapata were "Absent").

- **Recommendation 4: Restructure the pay plan with open ranges and reduce the new hire rate by approximately 9-10 percent (2 steps), thus implementing an additional tier to the County's already existing multi-tier pay plan.**

4 Yes / 3 No votes:

Commissioners Bell, Bovo, Jordan and Monestime voted "Yes"; Commissioners Barreiro, Moss and Suarez voted "No"; (Chairwoman Sosa and Commissioners Diaz, Edmonson, Heyman, Souto, and Zapata were "Absent").

- **Recommendation 5: For New Hires Only – Limit unused sick leave payouts to a maximum of 600 hours and calculate the payout rate at an average of the employee's total earnings, rather than at the rate earned at separation.**

Prior to voting, Commissioner Moss inquired what method would be used to calculate the average of an employee's earnings.

Ms. Cuellar explained that a determination would be needed as to whether it would be an average of the employee's entire span of employment or for a specific period of time.

Commissioner Bovo clarified that the CBRAHC discussed taking the average of the entire employment history, rather than using a specific number of years at the end of an employee's career when the employees are at the highest salary level.

CBRAHC Chairwoman Jordan said she believed the Committee recommended that the payout be calculated based on the employee's salary at the time in which the leave accumulated. Commissioner Bovo noted although this recommendation was discussed, staff expressed concern with the ability to make this calculation.

Ms. Cuellar said she concurred that this would be more difficult; however, Commissioner Bovo's suggestion to use the average salary over the number of years of service could be accommodated.

Deputy Mayor Marquez observed that a weighted average could be used, which would calculate an average based upon the rate of pay and the number of years employed at that rate.

Commissioner Suarez inquired whether the proposal was meant to limit unused sick leave payments, and if so, he suggested that the word "unused" be inserted.

Commissioner Bell clarified that you could not claim used sick leave because the employee was already paid for that time. She accepted the suggestion made by Commissioner Suarez.

Commission Suarez noted he would vote favorably; however, he indicated that the number of hours could be further reduced.

There being no further questions or comments, Board members present proceeded to vote.

7 Yes votes:

Commissioners Barreiro, Bell, Bovo, Jordan, Monestime, Moss, and Suarez voted "Yes"; (Chairwoman Sosa and Commissioners Diaz, Edmonson, Heyman, Souto, and Zapata were "Absent").

Following the vote, Commissioner Barreiro said that accumulated earnings of an employee should not be impacted and that a weighted average be used for future earnings and for newly hired employees' earnings. He also suggested that reserve funds be included in the County budget, noting it would have a positive impact on the County's bond ratings.

Deputy Mayor Marquez noted he concurred that reserve funds would improve the County's bond ratings. He cautioned that placing money in reserve would require additional revenue or a reduction in another program or service. Deputy Mayor Marquez explained that the Administration budgeted and set aside what it anticipated would be needed for payouts and any amount not spent was rolled over into the following year.

Commissioner Monestime noted he believed the 600-hour cap was for new hires only and would not be retroactive to existing employees.

Commissioner Barreiro reiterated that whatever amount current employees had already earned should be respected; however, he expressed concern that the average of the years worked not be confined to the final years of employment when an employee's salary was at its highest.

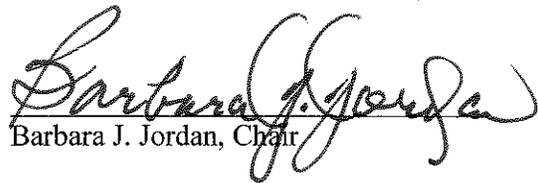
VII. Conclusion

Acting BCC Chairwoman Bell said that the Straw Poll represented a consensus of CBRAHC recommendations that would be sent to the Mayor for use in future union negotiations. She noted the final negotiations would then be considered by the entire County Commission.

Commissioner Monestime congratulated CBRAHC Chairwoman Jordan for a job well done and for serving as the Committee Chairwoman, noting she brought a tremendous amount of knowledge and experience to the Committee.

VIII. Adjournment

There being no further business, the Compensation and Benefits Review Ad Hoc Committee workshop was adjourned at 12:39 p.m.


Barbara J. Jordan, Chair



**Compensation & Benefits Review
Ad Hoc Committee Workshop
May 23, 2013**

Prepared by: Alan Eisenberg

EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	5/23		Final Report and Recommendations Power Point Presentation
2	5/23		Compensation and Benefits Review Ad Hoc Committee Final Report
3	5/23		Recommendations #1 and #3: Pay Plan
4	5/23		Recommendation #2: Cap Salary Increases
5	5/23		Recommendation #3: Part-Time Utilization
6	5/23		Recommendation #5 and Item #1: Sick and Annual Leave
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			

Miami-Dade County Compensation and Benefits Ad Hoc Review Committee

Committee Members:

Commissioner Barbara J. Jordan, Chair

Commissioner Esteban L. Bovo

Commissioner Jose “Pepe” Diaz

Commissioner Jean Monestime

Workshop on:

Final Report and Recommendations

May 22, 2013

ORGANIZATIONAL PROFILE

- 25 Departments within the Mayor's Purview
- 13 Entities that **are not** under the Mayor's Purview:
 - Board of County Commissioners (175 employees)
 - Clerk of Courts (1,249)
 - Property Appraiser (367)
 - Judicial Administration (264)
 - County Attorney (118)
 - South Florida Workforce and Investment Board (71)
 - Legal Aid (38)
 - Inspector General (32)
 - Miami Dade Economic Advocacy Trust (20)
 - Commission on Ethics & Public Trust (12)
 - State Attorney's Office (12)
 - Citizen's Independent Transportation Trust (8)
 - Law Library (4)

ORGANIZATIONAL PROFILE

- 29,081 employees including full-time, part-time and seasonal
- 25,513 current full-time employees
- Classified service employees earn civil service retention rights to their positions
- Exempt employees serve “at will”

Full-Time Employees	Classified	Exempt	TOTAL
Bargaining	22,508	309	22,817
Non -Bargaining	369	2,327	2696
TOTAL	22,877	2,636	25,513

COLLECTIVE BARGAINING UNITS

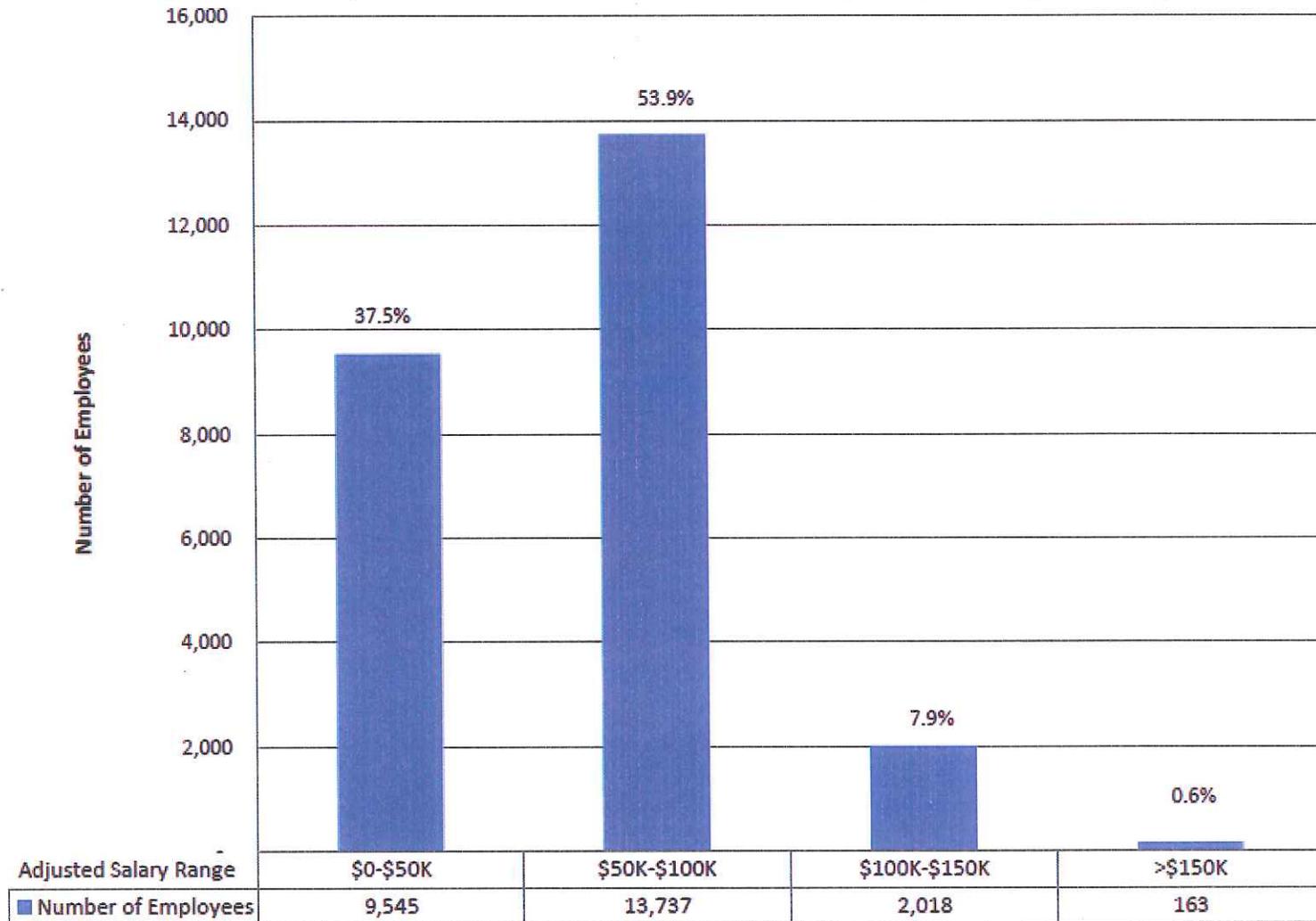
- 10 bargaining units:
 - American Federation of State, County & Municipal Employees (AFSCME):
 - Water & Sewer, Solid Waste, Aviation and General units
 - Government Supervisors Association of Florida (GSAF):
 - Supervisory and Professional units
 - International Association of Firefighters (IAFF)
 - Two Police Benevolent Association (PBA):
 - Rank & File and Supervisory units
 - Transport Workers Union (TWU)
- Contracts cover a three year term; current contract period is 10/1/2011 – 9/30/2014
- Approximately 26,212 full/part-time employees are unionized (90% of workforce)

MIAMI-DADE COUNTY PAY PLAN

- Adopted annually by the Board of County Commissioners as part of the Budget process
- Establishes pay ranges for all employees
- The number of job classifications has been reduced by 500 classifications
- 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

DISTRIBUTION OF PAY

Adjusted Salary Distribution of Full-Time Employees (As of April 2013)



- 91.4% of employees earn less than \$100K per year

Ad Hoc Committee RECOMMENDATIONS

Recommendation #1

Reduce the number of job classifications.

- In 2003, there were 2,700 job classes
- Today... there are 2,238 job classes

BARGAINING UNIT	NUMBER OF JOB CLASSES	NUMBER OF EMPLOYEES
AFSCME 121 Water & Sewer	88	1,679
AFSCME 1542 AVIATION	73	823
AFSCME 199 General	403	9,022
AFSCME 3292 Solid Waste	9	632
GSAF 100 Professional	171	1,202
GSAF 100 Supervisory	457	3,069
IAFF 1403 Firefighter	8	1,919
Non - Bargaining	956	2,858
PBA Rank & File	29	4,898
PBA Law Enforcement Supervisory	5	247
TWU 291 Transit	39	2,671
Grand Total	2,238	29,020

REASONS FOR THE NUMBER OF JOB CLASSIFICATIONS

- Mission specific positions that have unique qualification requirements
- Pay Plan currently has 1,041 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

Recommendation #2

Cap yearly salary increases (merits and COLA adjustments).

- The recommendation would provide employees with a maximum combined yearly increase of 5% (merit and COLA).

MERIT INCREASES

- Annual merit increases are based on at least satisfactory performance and are granted until the employee reaches the top of the pay range.
 - Merit increases for bargaining unit employees have been reinstated
 - Merits for non-bargaining unit employees under the Mayor's purview have been frozen since October 2011.
 - Merits for employees in the Executive/Management Team have been frozen in many cases since 2007.
- Merit increases are approximately 5%
- No ability to differentiate among performance levels

COST OF LIVING ADJUSTMENTS

- Generally 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 subject to approval
 - Applied both to pay steps and pay ranges AND employee's pay
- Historical COLAs:

Effective Date	Bargaining Unit Employees	Non-Bargaining Unit Employees
2006	3%	3%
2007	3%	3%
2008	4%	4%
2009	0%	0%
2010	0%	0%
2011	3%	0%
2012	0%	0%
2013	0%	0%
2014	0%	0%

Recommendation #3

Evaluate long-term, part-time employees to determine if eligible for full-time conversion

- **Part-time Employees: 2,308 (~300 are benefits eligible)**
 - 63% have been employed for fewer than 2 years
 - 37% have an average of 5 years longevity
 - New Language in Collective Bargaining Agreement with AFSCME 199- General:
“Part-time positions which result in a regular schedule that is equal to or greater than seventy (70) hours bi-weekly shall be evaluated for conversion to a full-time position as part of the annual budget preparation process”
- **Temporary Agency Employees (non-County employees):**
Per AO 7-35, requires approval from OMB and ISD-HR if position is to continue beyond one year
 - FY 2011-12: 462

Recommendation #4

Restructure the Pay Plan with open ranges and reduce the new hire rate by approximately 9-10% (2 steps), thus implementing an additional tier to the Pay Plan.

PAY STEP RANGES

- Two tier pay structure:
 - In-hire rates reduced in November 1991 from step 5 to step 1
 - 22% of the workforce was hired prior to November 1991
- Advantage of Open Pay Ranges
 - Allows for flexibility in pay administration

	OPEN RANGES	STEP RANGES
Classifications	38%	62%
Workforce	22%	78%

MDC's Multi-tier Pay Plan

	PAY STEPS IN THE RANGE												
Twelve Step Range	Trainee Rate 1	1	2	3	4	5	6	7	8	9	10	11	12
Eleven Step Range		1	2	3	4	5	6	7	8	9	10	11	
Nine Step Range		1	2	3	4	5	6	7	8	9			

Tier 1:	In hiring rate if hired PRIOR to November 1991
Tier 2:	In hiring rate if hired between 1986 and 11/1991 (TWU)
Tier 3:	In hiring rate if hired AFER to November 1991
Tier 4:	In hiring rate if hired AFTER.... ???

Maximum of the Range
Longevity 1
Longevity 2

- Merit progression is normally one year between steps until the employee reaches the maximum of the range.
- When an employee reaches the maximum of the range, there are five year intervals between maximum, longevity 1 and longevity 2

Impact of 2 Step In-hiring Reduction

Title	Bargaining Unit	Starting Salary	One Step Reduction	Two Step Reduction
W&S CUSTODIAL WORKER 1	AFSCME LOCAL 121 - WASD	20,784	19,745	18,706
METER READER	AFSCME LOCAL 121 - WASD	28,523	27,097	25,671
AIRPORT DRIVER MESSENGER	AFSCME LOCAL 1542 - AVIATION	23,700	22,515	21,330
AIRPORT SECRETARY	AFSCME LOCAL 1542 - AVIATION	30,110	28,604	27,099
OFFICE SUPPORT SPECIALIST 1	AFSCME LOCAL 199 -GENERAL UN	20,755	19,718	18,680
LIBRARY ATTENDANT	AFSCME LOCAL 199 -GENERAL UN	27,458	26,085	24,712
ADMINISTRATIVE OFFICER 1	GSAF/ OPEIU LOCAL 100-PROFFE	33,891	32,196	30,502
CLERK 3	GSAF/ OPEIU LOCAL 100-SUPERV	27,417	26,046	24,676
FIRE RESCUE DISPATCHER	IAFF LOCAL 1403	37,794	35,904	34,014
FIRE RESCUE DISPATCHER SUPV	IAFF LOCAL 1403	45,315	43,050	40,784
LATENT FINGERPRINT EXAMINER	PBA - RANK AND FILE UNIT	57,913	55,018	52,122
MDPD CRIMINALIST SUPERVISOR	PBA - SUPERVISORY UNIT	60,732	57,696	54,659
BUS OPERATOR	TWU LOCAL 291	31,990	30,391	28,791
BUS MAINT CTRL CLERK	TWU LOCAL 291	35,714	33,928	32,142

Assumptions:

1 step reduction = 5%

2 step reduction =10%

Recommendation # 5

For new hires only: Limit Sick leave payments to a maximum of 600 hours and calculate the payout rate at an average of the employee's total earnings, rather than at the rate earned at separation.

Sick Leave Payout Provisions

- Current Sick Leave Maximum Payout: 1,000 hours
 - No maximum for employees with 30 years of longevity (or 25 if employee is in a Special Risk/Executive category)
 - Paid as a percentage based on longevity years
- Average sick leave hours banked: 383 hours
- Average longevity is 13.3 years

Ad Hoc Committee

Additional Suggestions/Menu Items

Item #1

- For New Hires Only – Reduce bankable annual leave from 500 to 300 hours
 - Average **annual** leave hours banked: 210 hours

Item #2

- Provide employees with a one-time bonus, in lieu of a COLA and/or merit increase during times of fiscal hardships and/or once the maximum rate of the pay plan is reached.
 - 24% of employees are at the maximum of the pay range and not eligible for merit increases

Item #3

- Negotiate changes to the current layoff policy, to provide civil service credit for exempt service.
 - Any changes would require modification to the Code of Miami-Dade County.

Item #4

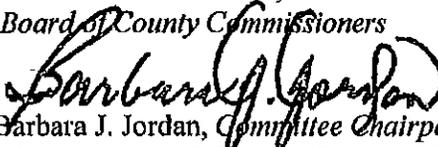
- Review the pay plan every three (3) years with comparable government/entities to remain competitive and/or conduct market research.
 - Currently performed on an as needed basis
 - Conducted to address retention and/or recruitment challenges

Questions



Memorandum
Commissioner Barbara J. Jordan

To: Honorable Rebeca Sosa, *Chairwoman*
Board of County Commissioners

From: 
Barbara J. Jordan, *Committee Chairperson*
Compensation & Benefits Review Ad Hoc Committee

Date: March 20, 2013

Subject: Final Report – Compensation & Benefits Review Ad Hoc Committee

On behalf of the members of the Compensation & Benefits Review Ad Hoc Committee, it is with great satisfaction that we hereby submit the Compensation & Benefits Review Ad Hoc Committee Final Report with this Committee's recommendations and suggestions to the Board of County Commissioners (BCC). Over the period of eight months, many issues were discussed at length, and we wholeheartedly believe that our recommendations and suggestions will contribute significantly to streamlining the County's pay plan to make it more sustainable.

We extend special thanks to former Chairman Joe A. Martinez for creating this Committee, as well as fellow Committee members for their valuable input. In particular, we thank the Human Resources Division of the Internal Services Department, the Office of the Commission Auditor, the County Attorney's Office, and the Clerk's Office for their support and contributions to the Committee during this period.

I request that a discussion item be placed on the April 2nd, 2013 BCC agenda to discuss the committee recommendations and select those that we would like to see moving forward.

Attachment

c: Honorable Carlos A. Gimenez, Mayor
Honorable Lynda Bell, Vice Chairwoman
and Members, Board of County Commissioners
R. A. Cuevas, County Attorney
Charles Anderson, Commission Auditor
Edward Marquez, Deputy Mayor
Lester Sola, Director, Internal Services Department
Christopher Agrippa, Division Chief, Clerk of the Board

Compensation and Benefits Review Ad Hoc Committee

Final Report

In a memorandum dated April 20, 2012, previous Chairman Joe A. Martinez requested the creation of a panel with the specific purpose of reviewing the County's pay plan in great depth and to provide a report with findings and recommendations to the Board of County Commissioners (BCC). The Compensation and Benefits Review Ad Hoc Committee was comprised of the following Commissioners: Barbara J. Jordan, Chairperson; Esteban L. Bovo, Jr.; Jose "Pepe" Diaz; and Jean Monestime. In addition, the following County staff assisted the Committee throughout the process: Charles Anderson, Commission Auditor; Eric Rodriguez, Assistant County Attorney; Edward Marquez, Deputy Mayor; Mary Lou Rizzo, Assistant Director, Internal Services Department; and Alan Eisenberg, Deputy Clerk.

The Committee held nine (9) meetings from May 1, 2012 through December 13, 2012 (all Union representatives were extended an invitation). A plethora of issues was discussed at length, to include pay plan design, pay supplements, executive benefits, temporary and part-time employees, and leave provisions. Below are the final recommendations/items submitted by the Committee for consideration by the BCC:

Recommendations:

1) Reduce the number of job classifications

The panel discussed reducing the number of classifications and aligning different classifications to uniform pay ranges, therefore creating a more sustainable pay plan that promotes cost containment.

2) Cap yearly salary increases (attributed to merit increases and Cost of Living Increases (COLA) to a maximum of 5% annually.

Currently, eligible employees, who are not at the maximum of the range, receive an average of 4.3% as part of their yearly merit increase. COLA amounts vary, as negotiated with the multi-year collective bargaining agreements. Historically, when cost of living adjustments (COLA) were granted, employees would potentially be eligible for up to 8% - 9% annual increase. This recommendation would provide employees with a maximum combined yearly total of 5% (merit + COLA).

3) Evaluate long-term, part-time employees on an annual basis to determine whether a full-time position would be more cost effective, unless otherwise prohibited by collective bargaining agreement

Existing Miami-Dade County part-time employees do not receive the following benefits that are provided to full-time employees, even though part-time employees could be working in excess of 40 hours weekly: holidays and insurance benefits (if scheduled hours are fewer than 60 hours in the pay period). The Committee recommended the establishment of a policy similar to that for temporary employees, whereas the need for a permanent position is reviewed after one (1) year. The Committee noted that the funding source sustainability of the position should be reviewed.

- 4) **Restructure the pay plan with open ranges and reduce the new hire rate by approximately 9-10% (2 steps), thus implementing an additional tier to the County's already existing multi tier pay plan**

The Committee proposed that new employees should be hired at a new rate up to 10% lower than the current new hire rate.

- 5) **For New Hires Only - Limit sick leave payouts to a maximum of 600 hours and calculate the payout rate at an average of the employee's total earnings, rather than at the rate earned at separation**

Currently, employees can accrue an indefinite amount of sick hours; however, employees are limited in the number of sick hours that could be compensated upon separation. Employees with less than 30 years of service are eligible for up to 1,000 hours of sick leave payout, based on a sliding scale of years employed. Employees with 30+ years of service are eligible to receive payment for all sick hours accrued. All payments are made based on the employee's current rate of pay at the time of separation.

Suggestions/Menu Items:

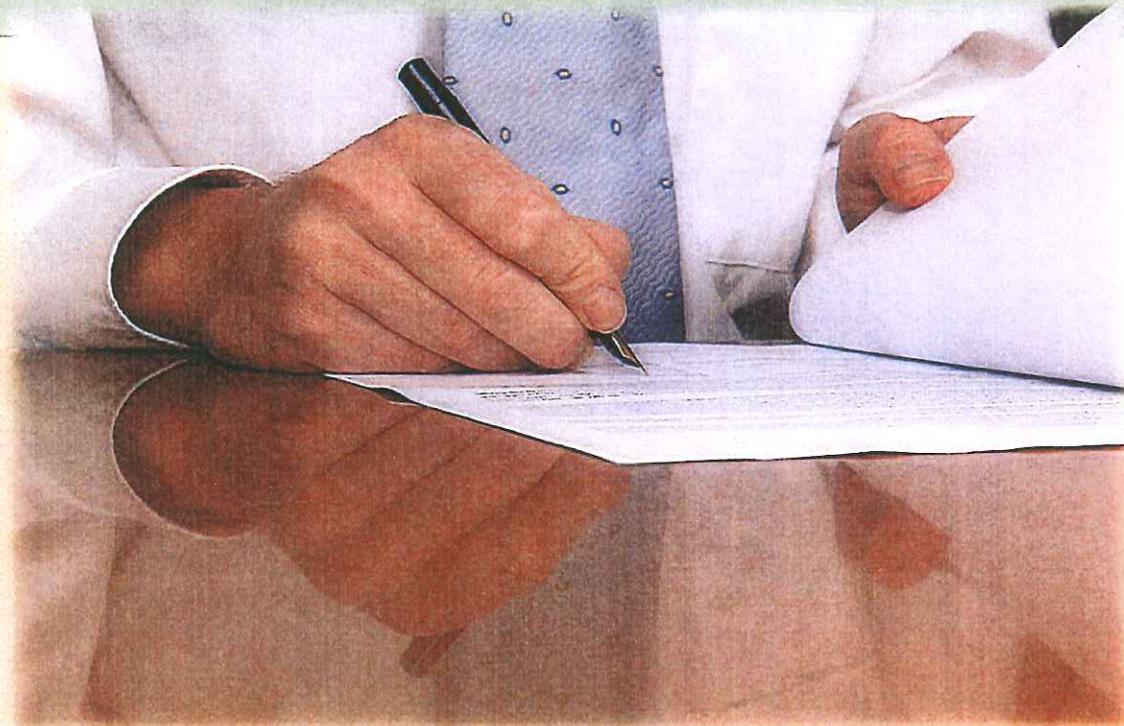
- 1) **For New Hires Only - Reduce bankable annual leave from 500 to 300 hours**
The current policy provides that employees can accrue a maximum of 500 annual/vacation hours per year. Hours in excess of 500 are forfeited if not utilized.
- 2) **Provide employees with a one-time bonus, in lieu of a COLA and/or merit increase, during times of fiscal hardships and/or once the maximum rate of the pay plan is reached**
- 3) **Negotiate changes to the current layoff policy, to provide civil service credit for exempt service**
- 4) **Review the pay plan every three (3) years with comparable governments/entities to remain competitive and/or conduct market research.**

To the extent any of these recommendations/menu items impact employees in collective bargaining units, such recommendations require collective bargaining.

Additional information, minutes and presentations for the Compensation and Benefits Review Ad Hoc Committee can be located at the following website

<http://www.miamidade.gov/auditor/compensation-benefits.asp>

MIAMI-DADE COUNTY PAY PLAN PRESENTATION

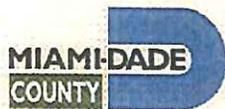


Delivering Excellence Every Day

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



Delivering Excellence Every Day

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"

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



Delivering Excellence Every Day

COLLECTIVE BARGAINING UNITS

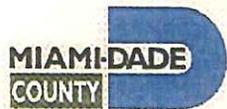
- Ten total bargaining units:
 - Four American Federation of State, County & Municipal Employees (AFSCME): Water & Sewer, Solid Waste, Aviation, General
 - Government Supervisors Association (Supervisory and Professional)
 - International Association of Firefighters
 - Police Benevolent Association (Supervisory 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)



Delivering Excellence Every Day

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



Delivering Excellence Every Day

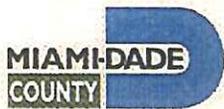
MIAMI-DADE COUNTY PAY PLAN (Cont'd)

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



Delivering Excellence Every Day

PAY PLAN (Cont'd)

Number of Job Classifications Per Bargaining Unit

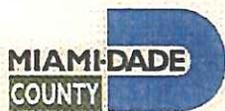
BARGAINING UNIT	NUMBER OF JOB CLASSES	NUMBER OF EMPLOYEES
AFSCME 121 Water & Sewer	88	1,662
AFSCME 3292 Solid Waste	9	636
AFSCME 1542 Aviation	74	832
AFSCME 199 General	404	9,346
PBA Law Enforcement Supervisory	5	247
PBA Rank & File	30	5,069
IAFF 1403 Firefighter	9	1,960
TWU Local 291 Transit	39	2,688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



Delivering Excellence Every Day

REASONS FOR THE NUMBER OF JOB CLASSIFICATIONS

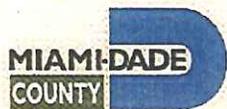
- Mission specific positions that have unique qualification requirements
- Pay Plan currently has 1,048 single incumbent classifications: 47% of all job classifications
- Some classifications are bargaining unit specific to reflect their affiliation with a certified bargaining unit such as Secretary,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



Delivering Excellence Every Day

REASONS FOR THE NUMBER OF DISTINCT PAY RANGES

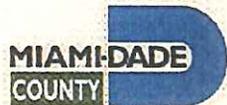
- Difference between Mayoral and Non-Mayoral classifications
- Past and present products of collective bargaining negotiations
- Terms of the municipal mergers



Delivering Excellence Every Day

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



Delivering Excellence Every Day

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



Delivering Excellence Every Day

SAMPLE PAY STEP RANGES POST NOVEMBER 1991

TWELVE STEP RANGE

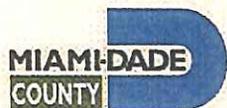
										L1	L2	
1	2	3	4	5	6	7	8	9	10	11	12	STOP
6 months	1 year	5 years	5 years									
or												
12 months												

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	1 year	5 years	5 years									
or												
12 months												

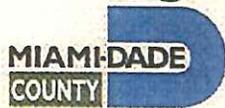


*L1 and L2 are longevity pay steps

Delivering Excellence Every Day

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



Delivering Excellence Every Day

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

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

Pay Grade	Post 11/91 Minimum*	Pre 11/91 Minimum**	Maximum	Pay Grade	Post 11/91 Minimum*	Pre 11/91 Minimum**	Maximum
00	\$1,652.54	\$42,966	\$1,933.48	20	\$1,702.12	\$44,255	\$2,897.89
01	\$1,938.50	\$50,401	\$2,268.05	21	\$1,996.66	\$51,913	\$3,175.90
02	\$2,075.90	\$53,973	\$2,428.80	22	\$2,138.18	\$55,593	\$3,424.30
03	\$2,223.17	\$57,802	\$2,601.13	23	\$2,289.87	\$59,537	\$3,696.32
04	\$2,380.18	\$61,885	\$2,784.82	24	\$2,451.59	\$63,741	\$3,986.13
05	\$2,547.02	\$66,223	\$2,980.03	25	\$2,623.43	\$68,209	\$4,299.57
06	\$2,907.50	\$75,595	\$3,198.22	26	\$2,994.73	\$77,863	\$4,642.63
07	\$3,121.48	\$81,158	\$3,433.63	27	\$3,215.12	\$83,593	\$5,021.11
08	\$3,356.38	\$87,266	\$3,692.03	28	\$3,457.07	\$89,844	\$5,435.06
09	\$3,601.76	\$93,646	\$3,961.93	29	\$3,709.81	\$96,455	\$5,872.75
10	\$3,878.37	\$100,838	\$4,266.22	30	\$3,994.72	\$103,863	\$6,369.56
11	\$4,181.12	\$108,709	\$4,599.21	31	\$4,306.55	\$111,970	\$6,913.59
12	\$4,504.79	\$117,125	\$4,955.29	32	\$4,639.93	\$120,638	\$7,505.01
13	\$4,854.48	\$126,216	\$5,339.93	33	\$5,000.11	\$130,003	\$8,828.55
14	\$5,687.65	\$147,879	\$6,285.49	34	\$5,858.28	\$152,315	\$10,393.12
15	\$6,788.25	\$176,495	\$7,501.78				
16	\$7,127.66	\$185,319	\$7,876.87				
17	\$7,467.09	\$194,144	\$8,251.96				

* 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

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

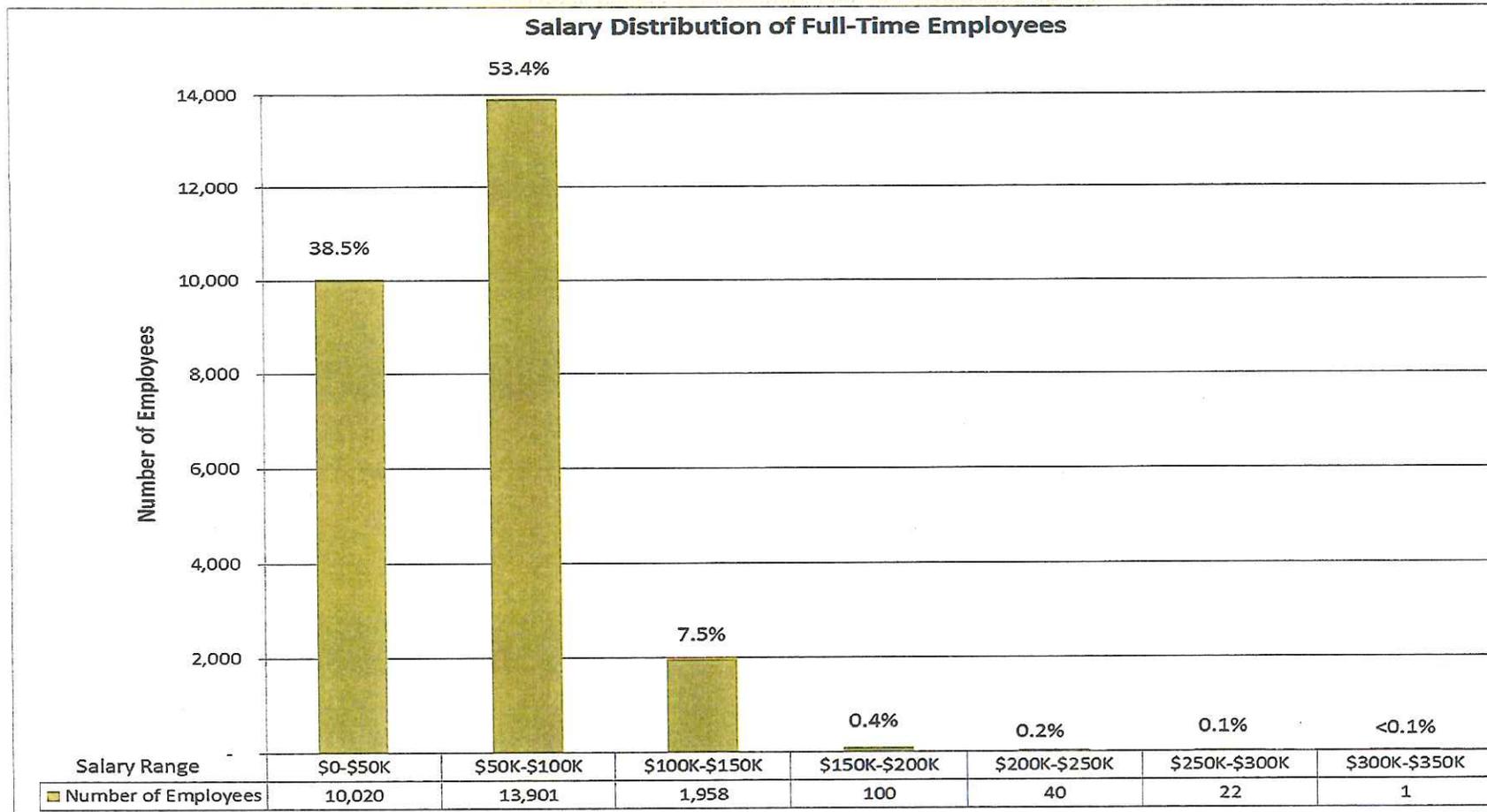
** Minimum pay rate for those employees hired prior to November 1, 1991***



Delivering Excellence Every Day

DISTRIBUTION OF PAY

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



Delivering Excellence Every Day

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



Delivering Excellence Every Day

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%

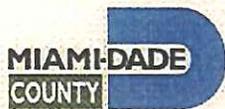
COST OF LIVING ADJUSTMENT

- 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



Delivering Excellence Every Day

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 ⁽¹⁾	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
06/27/11 ⁽²⁾	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	0%
2012 ^{(3) (4)}	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%

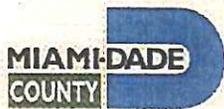
- (1) February 2010 – Begin 5% insurance contribution to County's healthcare costs in lieu of 5% salary reduction
- (2) Most non-bargaining unit employees did not receive the 3% COLA except: Law Library, Clerk of Courts, CITT and select employees in SFWIB. Additionally, in July 2011, all non-bargaining 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)



Delivering Excellence Every Day

PROMOTIONAL INCREASES

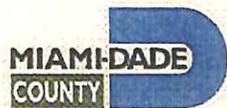
- **Classified Service**
 - Equivalent of one pay step or the entrance pay of the classification to which the employee is promoted, whichever is greater
 - No discretion to grant more
- **Exempt Service**
 - Conventionally 5% or the minimum of the pay range, whichever is greater
 - May grant less or 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



Delivering Excellence Every Day

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



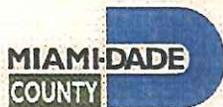
Delivering Excellence Every Day

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.

PAY PLAN	DESCRIPTION	NUMBER OF CLASSIFICATIONS
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

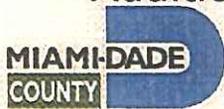


Delivering Excellence Every Day

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

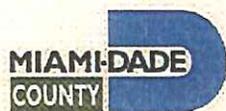
- A 2011 study for the City of Phoenix by the Segal Company concluded that the following pay practices are consistent in both the public and private sector:
 - Additions to Base Pay
 - Pay Adjustments
 - Pay Plan Design (i.e. Open Ranges, Steps & Grades and/or Flat Rates)
 - Salary Budget Increases
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



Delivering Excellence Every Day

QUESTIONS???



Delivering Excellence Every Day

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

MIAMI-DADE COUNTY

TOTAL WORK FORCE: 29,716

TOTAL CLASSIFICATIONS: 2,247

**RATIO OF EMPLOYEES
TO JOB CLASSES:** 13:1

PAY PLAN DESIGN: Steps, Open Ranges, and Flat Rates

BARGAINING UNITS: 91% of employees are represented by:

- AFSCME Local 121 (Water & Sewer)
- AFSCME Local 1542 (Aviation)
- AFSCME Local 199 (General Unit)
- AFSCME Local 3292 (Solid Waste)
- GSAF/OPEIU Local 100 (Professional)
- GSAF/OPEIU Local 100 (Supervisors)
- IAFF Local 1403 (Fire)
- PBA Rank and File
- PBA Supervisory
- TWU

PAY PLAN PROGRESSION: All annual merit raises are based on at least satisfactory performance.

Employees in pay step ranges are eligible to receive one pay step, approximately 4.8%. These employees progress through pay steps until they reach the maximum of the pay range. The last 2 pay steps are longevity service pay steps. Employees are frozen for 5 years between each longevity pay step. Employees in open pay ranges receive a 5% increase until they reach the pay range maximum. There are no longevity steps in open ranges.

SUPPLEMENTS: Supplements may be granted for specialized work assignments, difficult working conditions or educational achievements.

LONGEVITY BONUS: 1.5% to 3.0% bonus payment of base salary beginning upon completion of 15 years full time continuous service County Service. Percentage increases one tenth of a percent up to 30 years of continuous service.

ANNUAL LEAVE: Annual leave accrual is capped at 500 hours.

SICK LEAVE: No limit to sick leave accrual.

**ANNUAL & SICK LEAVE
PAYMENTS:** Maximum accumulation and payout for annual leave for 40/48 hour workweek employees is 500 hours.

Sick leave accumulates without limit. Depending on years of continuous service, employees with 10 years or more of service are eligible to cash out, on a sliding scale of 25 percent to 100 percent, up to 1,000 hours of sick leave at time of termination. Employees with 30 years or more of service are eligible to be paid for all sick leave hours accrued.

Attachment 1

**FLORIDA RETIREMENT
SYSTEM:**

Choice between the traditional defined benefit (6 years vesting for enrolled FRS members prior to July 1, 2011, 8 years vesting for newly enrolled FRS members on or after July 1, 2011) OR a 401(a) defined contribution plan (1 year vesting). Effective July 1, 2011, all employees (with the exception of DROP participants and reemployed retirees not allowed to renew FRS membership) must contribute 3% of FRS creditable gross earnings, on a pre-tax basis.

SOURCE:

Miami-Dade County Human Resources Division, Internal Services Department; see attachment Summary of Benefits for Miami-Dade County Employees

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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• LIUNA, Local 1077• AFSCME, Local 2384• AFSCME, Local 2960• PLEA (Police)• IAFF (Fire)• PPSLA• City Manager – (Executives & Middle Management)• ASPTEA
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

MIAMI-DADE COUNTY PAY PLAN DISCUSSION



Delivering Excellence Every Day

Compensation and Benefits Review Ad Hoc Committee (October 18, 2012)

PAY PLAN REDESIGN CONSIDERATIONS

- What are we trying to achieve?
- What are the benefits expected to be realized from changes?
- Will the pay plan model changes require change in other HR processes (performance appraisal, for example)? Will it require additional training?
- What would the cost be for restructuring pay steps or salary ranges?

BROWARD COUNTY PAY PLAN

- Pay plan comprised of pay steps and open pay ranges
- Six years ago negotiated with some unions to move from pay steps to open pay ranges
- Unions negotiated a two pay step increase and 3% across the board increase for employees affected by the change

BROWARD COUNTY SALARY INCREASES

- Budget driven – a proposal for merit increase may be recommended depending on availability of funds. The percentage allocated, if any, varies annually
- Not determined by cost of living, market value, or pay equity
- If an employee meets or exceeds expectations he/she is given the percentage allocated
- Employees who exceed expectations are also eligible for a one-time bonus up to \$5,000

ORANGE COUNTY PAY PLAN

- Pay plan is comprised of pay steps and open pay ranges
- Annual salary adjustment for employees who meet performance standards
- Pay ranges are reviewed through market analysis and industry surveys
- Pay ranges and employee pay may be adjusted accordingly contingent upon fiscal capacity (infrequent)

CITY OF FT. LAUDERDALE PAY PLAN

- Pay plan comprised of pay steps and open pay ranges
- In 2011, Union classifications negotiated with some unions to move from pay steps to open pay ranges
- Unions negotiated a 1% salary increase for two consecutive years (Oct. 2011 & Oct. 2012), an early Retirement Incentive Plan giving employees 30 months of service credit towards their service years, and one year of health insurance
- Exceptions: Uniform/sworn classifications {Fraternal Order of Police (FOP) & International Association of Fire Fighters (IAFF)} did not change
- Across-the-board increases are negotiated and not combined with merit increases

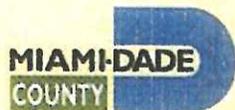
CITY OF FT. LAUDERDALE SALARY INCREASES

- Budget driven
- All employees receive annual merits
- Merit increases were reduced (except for uniform/sworn):

<u>Rating</u>	<u>Previous</u>	<u>Current</u>
Satisfactory	2.5%	1.5%
Above Satisfactory	5.0%	3.0%
Outstanding	7.5%	3.0%
IAFF	1 pay step	5%
Uniform/Sworn FOP	Max 2 pay steps	10%

PAY PLAN OPTIONS

- Restructure pay plan with open pay ranges
- Restructure pay plan with a smaller differential between pay steps; currently average 4.3% differential between pay steps
- Changes to bargaining unit classifications must be negotiated
- Consider a new sliding scale merit system based on overall ratings:
 - Satisfactory
 - Above Satisfactory
 - Outstanding



Delivering Excellence Every Day

PAY PLAN OPTIONS (CONTINUED)

- Consider linking across the board adjustments to Consumer Price Index (CPI), other financial indicators, County's fiscal capacity, and labor negotiations
- COLA could be applied to pay range and employee pay or may be applied in the form of a one-time, non-recurring bonus

QUESTIONS



Merit Increases and Longevity Bonus Award Eligibility With Suspension Periods

FISCAL YEAR	AFSCME 121-WASD	AFSCME 1542- AVIATION	AFSCME 199- GENERAL	AFSCME 3292- SOLID WASTE	GSAF - SUPERVISORS	GSAF - PROFESSIONALS	PBA - RANK AND FILE	PBA SUPERVISORS	IAFF 1403 Fire	TWU 291 Transit	NON-BARGAINING UNIT	NON-BARGAINING UNIT EXECUTIVES	NON-MAYORAL
FY 2006-07	ELIGIBLE												
FY 2007-08	ELIGIBLE											SUSPENDED	
FY 2008-09	ELIGIBLE											SUSPENDED *	
FY 2009-10	ELIGIBLE	SUSPENDED											DISCRETION
FY 2010-11	SUSPENDED	ELIGIBLE										SUSPENDED	DISCRETION
FY 2011-12	ELIGIBLE										SUSPENDED		DISCRETION
FY 2012-13	ELIGIBLE										SUSPENDED		
FY 2013-14	ELIGIBLE										TBD		

Notes:

Merit increase granted if employee is not at the maximum of the range.

Approximately 21% of the workforce is at the maximum of the range and not eligible for merit increases.

Longevity Bonus Awards granted for employees whose Longevity years of service is greater than 15 years.

* Merit increases suspended; some exceptions may apply

PART-TIME EMPLOYEE UTILIZATION

In response to the committee's request, all County departments that utilize part-time employees were surveyed to determine the reasons for utilization. As of November 2, 2012, 25 departments employed a total of 2,237 part-time or seasonal workers. The majority of these employees (63.7%), have been employed for fewer than two years and on average, are scheduled to work 56 hours bi-weekly. Responses were received from 22 of the 25 departments, which covered 2,216 employees.

The five departments with the highest utilization are listed below in Table 1. These departments represented a total of 2,023 part-time or seasonal employees (90.4%).

Department	Number of Part-Time/ Seasonal Employees	Percent of Part-Time/ Seasonal Employees	Most Common Classification with Part-Time/ Seasonal Employees	Primary Reason(s) Cited For Utilization
Park, Recreation and Open Spaces	982	43.9%	Park Service Aide	Nature of Work and Operational Need
Police	526	23.5%	MDPD School Crossing Guard	Nature of Work
Transit	310	13.9%	Bus Operator	Contractual Obligation
Community Action and Human Services	118	5.3%	Farm Worker Trainee 1	Contractual Obligation
Fire Rescue	87	3.9%	MDFR Lifeguard 1	Operational Need

Table 1

The primary reasons cited for utilization of part-time and seasonal employees is represented in the chart below. Most departments cite operational need, nature of the work or contractual obligation. Table 2 summarizes the number of employees and primary reasons for utilization.

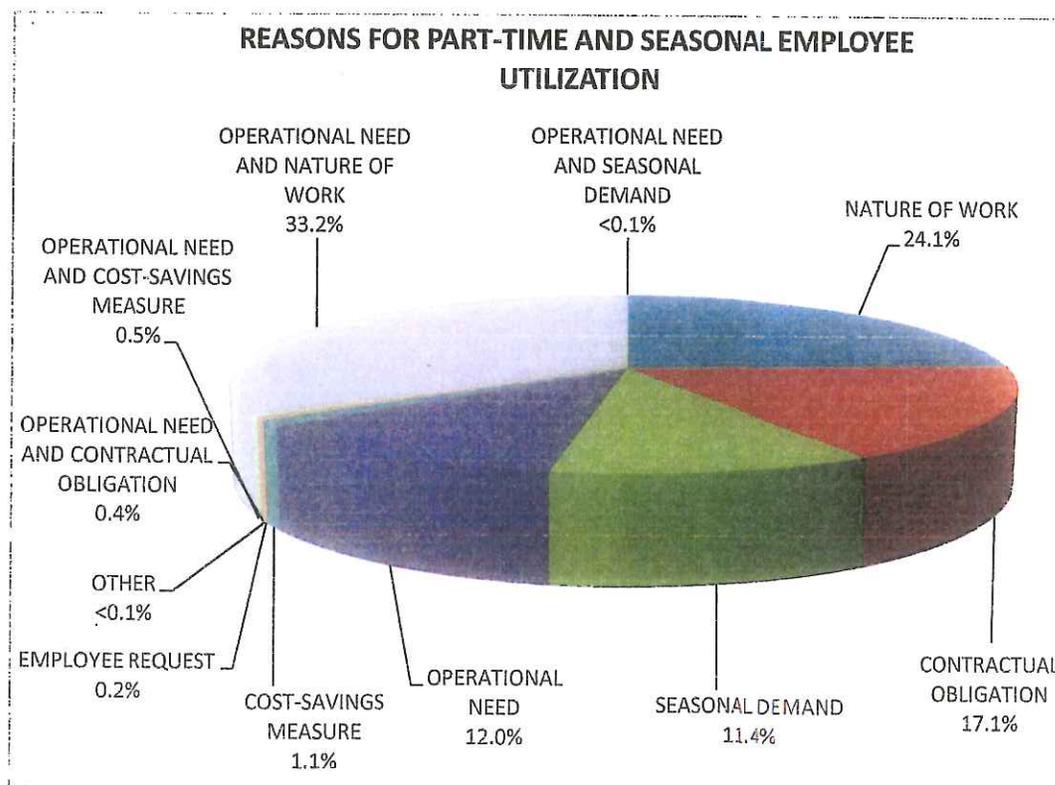
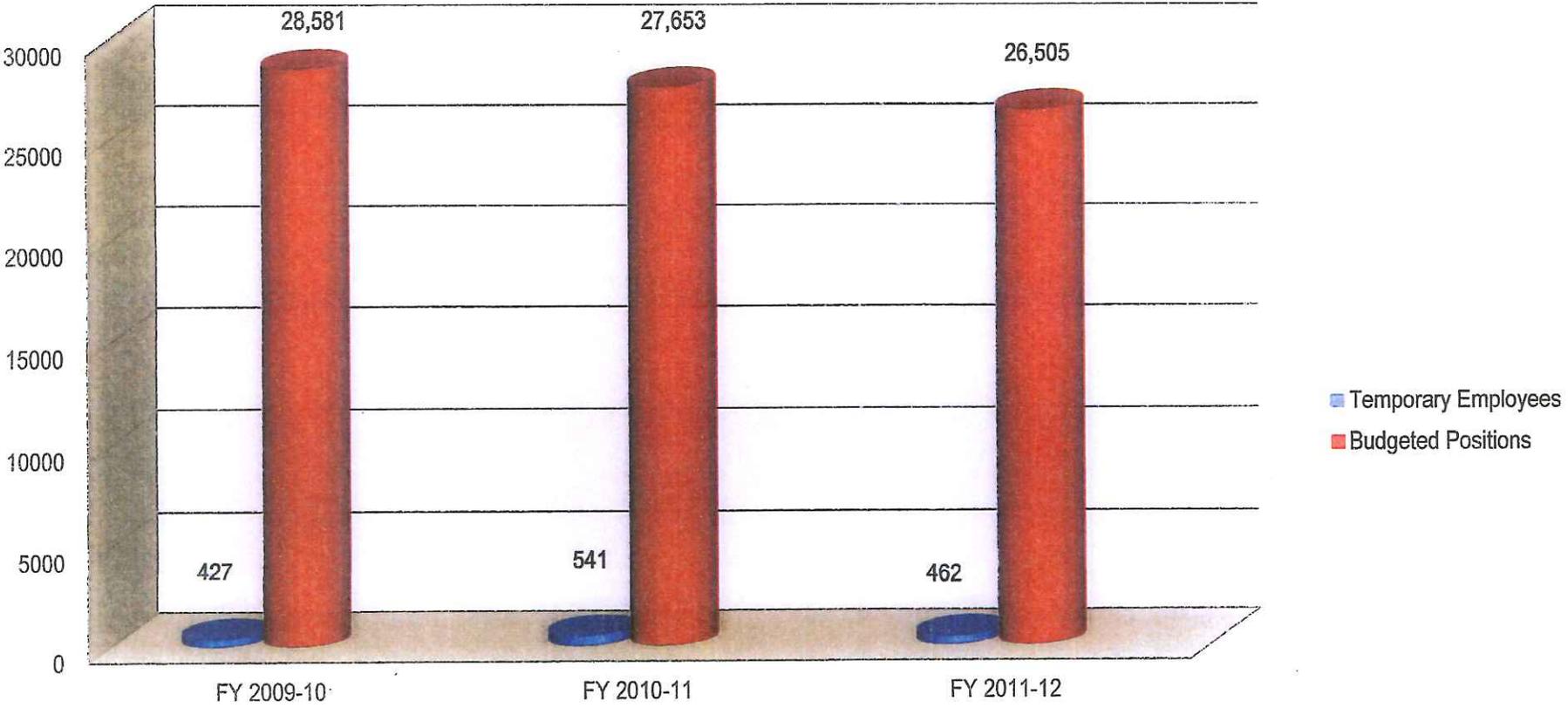


Chart 1

DEPARTMENT	NUMBER OF PART-TIME/ SEASONAL EMPLOYEES	AVERAGE HOURS SCHEDULED TO WORK (BI- WEEKLY)	REASON FOR UTILIZATION											
			NATURE OF WORK	CONTRACTUAL OBLIGATION	SEASONAL DEMAND	OPERATIONAL NEED	COST-SAVINGS MEASURE	EMPLOYEE REQUEST	OPERATIONAL NEED AND CONTRACTUAL OBLIGATION	OPERATIONAL NEED AND COST-SAVINGS MEASURE	OPERATIONAL NEED AND NATURE OF WORK	OPERATIONAL NEED AND SEASONAL DEMAND	OTHER	
PARK, RECREATION AND OPEN SPACES	982	59	5		205	27	4	3				737	1	
POLICE	526	43	495			31								
TRANSIT	310	59		284		25								
COMMUNITY ACTION AND HUMAN SERVICES	118	65	1	95		12		1	8					
FIRE RESCUE	87	70	21			63	1							
SEAPORT	61	65	8		45	8								
CULTURAL AFFAIRS	28	64			2	26								
WATER AND SEWER	22	50				22								
JUDICIAL ADMINISTRATION	16	57	3				13							
INTERNAL SERVICES	15	73	1			15								
FINANCE	11	72								11				
REGULATORY AND ECONOMIC RESOURCES	10	64				6	3							1
PUBLIC WORKS AND WASTE MANAGEMENT	10	78				10								
COMMUNITY INFORMATION AND OUTREACH	9	68												
BOARD OF COUNTY COMMISSIONERS	8	59				8								
VIZCAYA MUSEUM & GARDENS	5	63				5								
ANIMAL SERVICES	4	65												
LEGAL AID	3	47				3								
COUNTY ATTORNEY	3	49												
CORRECTIONS & REHABILITATION	3	67					3							
AVIATION	2	64				2								
MANAGEMENT AND BUDGET	1	80				1								
MEDICAL EXAMINER	1	60				1								
COMMISSION ON ETHICS & PUBLIC TRUST	1	60	1											
HOMELESS TRUST	1	70												
Grand Total	2,237	56	535	379	252	265	24	4	8	11	737	1	1	

Table 2

Miami-Dade County Staffing



Ratio of County Employees to Temporary Employees:

67:1

51:1

57:1

Administrative Order

MIAMI-DADE

Administrative Order No.: 7-35

Title: Personnel Policy for Contractual Employment Services

Ordered: 7/13/1999

Effective: 7/23/1999

AUTHORITY:

Sections 2-8.1, 2-8.2, 4.02 and 4.03 of the Miami-Dade County Home Rule Amendment and Charter; Section 2-26 of the Code of Miami-Dade County; and Resolutions R-1672-81 and R-1075-83.

POLICY:

The policy of Miami-Dade County is to retain certain contractual services personnel through an authorized employment agency on an as needed basis, only when an operational need exists and it can be demonstrated that contractual employment is more advantageous to the County than to employ or reassign regular employment is more advantageous to the County than to employ or reassign regular County employees to perform the work. Contractual employment agency employees may be utilized to supplement a department's budgeted County personnel, but shall not be used in excess of budgeted allocations for personnel services or to avoid the establishment of budgeted, classified positions where these are appropriate. Contractual employment agency employees shall not be used to avoid compliance with the County's standard recruitment process and its requirements.

Contractual employment agency employees shall not be used to circumvent a hiring freeze imposed by the County Manager. All personnel hired by the County through an employment agency shall be subject to the County's legally mandated employment requirements to include fair employment, the County's pre-employment physical examination policy when applicable, as well as the residency requirements. Any employment agency appointment that exceeds six (6) months shall be subject to the County's residency requirements. The appointment of contractual agency employees which are expected to exceed six (6) months shall be approved by the Director of the Office of Management and Budget (OMB), and the Director of the Employee Relations Department (ERD).

Any positions that the hiring department deems necessary to continue under contract for a period greater than one year shall require a review by OMB and ERD to determine whether the establishment of regular County positions properly classified by the ERD is necessary and in the best interest of the County. Should both ERD and OMB determine

it appropriate, contractual positions shall be converted to County employee positions.

Individuals who were placed in the County, through an employment agency provided they have been continuously employed in a satisfactory manner for at least six (6) months in the same position, shall have the right to apply for regular County positions in accordance with the County's standard recruitment procedures as if they were County employees. Furthermore, concerned County departments are encouraged to transition temporary employees who have developed a unique familiarity with County operations and performed in a satisfactory manner to regular County employment imposed by the County Manager. All personnel hired by the County through an employment agency shall be subject to the County's legally mandated employment requirements to include fair employment, the County's pre-employment physical examination policy when applicable, as well as the residency requirements. Any employment agency appointment that exceeds six (6) months shall be subject to the County's residency requirements. The appointment of contractual agency employees which are expected to exceed six (6) months shall be approved by the Director of the Office of Management and Budget (OMB), and the Director of the Employee Relations Department (ERD).

Any positions that the hiring department deems necessary to continue under contract for a period greater than one year shall require a review by OMB and ERD to determine whether the establishment of regular County positions properly classified by the ERD is necessary and in the best interest of the County. Should both ERD and OMB determine it appropriate, contractual positions shall be converted to County employee positions.

Individuals who were placed in the County, through an employment agency provided they have been continuously employed in a satisfactory manner for at least six (6) months in the same position, shall have the right to apply for regular County positions in accordance with the County's standard recruitment procedures as if they were County employees. Furthermore, concerned County departments are encouraged to transition temporary employees who have developed a unique familiarity with County operations and performed in a satisfactory manner to regular County employment. Departments that utilize the services of employment agencies must ensure that adequate funding is included in the departmental operating budget and that annual expenditures for this purpose are managed in a fiscally responsible manner.

APPLICABILITY:

All employment agency hiring for all County departments will be included in this Administrative Order.

RESPONSIBILITY:

The Procurement Management Division of the General Services Administration Department shall have primary responsibility to secure contracts for employment agency services. The requesting department director shall be responsible for ensuring compliance with this Administrative Order with regard to the appropriate placement and

utilization of employment agency personnel. The director of the department wishing to utilize personnel from a contractual employment agency will ensure that those employees are properly screened with regard to education, experience, training, and other credentials which may be relevant to the work to be performed, and are otherwise suitable for employment.

The ERD shall be available to assist in ensuring that operating departments obtain the suitable skill levels appropriate to job requirements and review the applicability of contractual wage rates.

M. R. Stierheim
County Manager

LEAVE POLICIES

Organization	Total Workforce	Annual Accrual Payout/Hours	Sick Accrual Payout/Hours
Miami-Dade County	26,000	Maximum accumulation and payout = 500 hours	No limit to sick leave accrual Payout: Sliding Scale Payout based on years of service beginning at 25% after 10 years Maximum Payout = 1,000 hours Employees w/30yrs+ service eligible for all hours
Miami-Dade County Public Schools	40,000	Maximum accumulation and payout = 480 to 500 hours depending on BU	No limit to sick leave accrual Payout: Sliding Scale Payout based on years of service beginning at 35% after 3 years up to 100% for 13+ years for some Bus Sick Leave Annual Payout – May pay out sick leave balance annually at the rate of 80% of value if employee has used no more than 3 days and has a balance of 21 days for some BUs
State of Florida	108,761	Career Service: Maximum accumulation and payout = 240 hours Select Exempt & Senior Management Service: Maximum accumulation and payout = 480 hours	No limit to sick leave accrual Payout: 10+ yrs = 25% up to 480 hours
Houston, TX	23,000	Maximum accumulation and payout = 360 -720 hours based on tenure	No limit on sick leave accrual Payout: Any hours over 1,040
Cook County, ILL	23,000	Maximum accumulation and payout = 20-40 days depending on length of service	Limited to 175 Days Employees accrue 12 sick days a year. No payout for sick days
Dallas County, TX	6,500	Maximum accumulation and payout = 160-240 hours depending on length of service	No limit to sick leave accrual Employees accrue 96 hours a year Payout: Sliding Scale Payout based on years of service beginning at 5% after 5 years to 50% after 50 years
Harris County, TX	14,582	Maximum accumulation and payout = 120 – 280 hours depending on length of service	Limited to 60 Days Employees accrue a maximum of 78 hours a year No payout for sick days
King County, WA	3,955	Maximum accumulation and payout = 480 hours	No limit to sick leave accrual Employees accrue 1 day per month Payout: 35% of unused sick leave at retirement

As of November 6, 2012

Organizations selected serve populations over 1.5 million

LEAVE POLICIES

Organization	Total Workforce	Annual Accrual Payout/Hours	Sick Accrual Payout/Hours
City of Los Angeles, CA	31,817	Maximum accumulation and payout = 22 – 50 days depending on length of service	No limit to sick leave accrual Employees accrue 96 hours a year of 100% paid sick time & 40 hours of 75% paid sick time No payout for sick days
Orange County, CA	17,257	Maximum accumulation and payout = 240 – 320 hours depending on length of service	No limit to sick leave accrual Employees accrue 72 hours – 96 hours a year depending on length of service Pay Out Upon Paid Retirement or Death on a sliding scale beginning at 25% for 5 years to 100% for 20+ years
San Diego County, CA	13,898	Maximum accumulation and payout = 160 – 320 hours depending on length of service (Appointing Authority may authorize a portion of exceeded balance to be converted to cash)	No limit to sick leave accrual Employees entering the County service after July 1, 1979 are not eligible for pay out of any unused sick leave Upon retirement from County service after 10+ years continuous service 100% of unused sick leave may be converted into retirement service credits Sick leave credits not paid out may be restored to employees returning to the County service
Maricopa County, AZ	13,000	Maximum accumulation and payout= 240 for classified & 320 for unclassified employees	No limit to sick leave accrual Employees accrue 80.6 hours – 119.6 hours a year depending on length of service No payout for sick days
Federal Government	2.65 Million	Maximum accumulation = Employees in U.S. = 30 days Employees Overseas = 45 days Senior Exec Service = 90 days Senior-Level = 90 days Scientific & Professional = 90 days Payout for all Employees = balance of unused leave including the balance of projected leave for the year	No limit to sick leave accrual No sick leave payout Sick leave is used in annuity calculation Employees who separate and then return to federal service are credited for sick leave

As of November 6, 2012

Organizations selected serve populations over 1.5 million

BENEFIT COMPARISONS

Organization	Total Workforce	# Job Classes	Annual Accrual Payout/Hours	Maximum Annual Accrual	Sick Accrual Payout/Hours	Maximum Sick Accrual
Miami-Dade County	29,716	2,246	Maximum accumulation and payout = 500 hours	500 Hours	No limit to sick leave accrual. Payout: Sliding Scale Payout based on years of service beginning at 25% after 10 years Maximum Payout = 1,000 hours Employees w/30yrs+ service eligible for all hours	No Limit
Miami-Dade County Public Schools	40,000	1,000	Maximum accumulation and payout = 60 to 62.5 days depending on BU	60 to 62.5 Days	No limit to sick leave accrual Payout: Sliding Scale Payout based on years of service beginning at 35% after 3 years up to 100% for 13+ years for some BUs Sick Leave Annual Payout – May pay out sick leave balance annually at the rate of 80% of value if employee has used no more than 3 days and has a balance of 21 days for some BUs	No limit
City of Miami	3,500	1,168	Annual leave is capped per bargaining unit. Non-bargaining: Maximum accumulation and payout = 500 hours.	500 Hours	No limit to sick leave accrual. Payout: Normal Retirement = 100% up to 500 hours 7 – 15 yrs. = 25% up to 500 hours 15+ = 50% up to 500 hours	No Limit
City of Miami Beach	1,765	425	Maximum accumulation and payout = 500 hours.	500 Hours	No limit on sick leave accrual. Payout = 50% up to 1200 hours	No Limit
City of Ft. Lauderdale	2,300	500	Maximum accumulation and payout = Hours accrued within 2 years	240 Hours	Maximum accrual = 720 hours Payout = % based on years of service	720 hours
Broward County	5,500	1,000	Maximum accumulation and payout = 280 hours Hours > 280 cashed out annually	280 Hours	No limit to sick leave accrual. Payout: Normal Retirement = 50% up to 960 hours Separation = 25% up to 960 hours	No Limit
Broward County Public Schools	5,333	953	Maximum accumulation and payout= 62.5 days	62.5 days	No limit to sick leave accrual Payout only at retirement	No limit
Palm Beach County	5,845	1127	Maximum accumulation and payout =400 hours.	400 Hours	No limit to sick leave accrual. Payout: Hire date prior to 10/1/1994: 5 yrs = 25% up to 500 hours 10 yrs = 50% up to 500 hours Payout: Hire date after 10/1/1994: 10+ yrs = 10% up to 500 hours	No Limit

BENEFIT COMPARISONS

Organization	Total Workforce	# Job Classes	Annual Accrual Payout/Hours	Maximum Annual Accrual	Sick Accrual Payout/Hours	Maximum Sick Accrual
Orange County BOCC	6,552	907	Maximum accumulation and payout for annual leave is: <5 years =432 >8 years = 552 >5 years = 480 >9 years = 576 >6 years = 504 >10 years = 600 >7 years = 528 >15 years = 648	432 – 648 Hours	No limit on Term leave accrual Payout: 10+ yrs = 25% Death = 100% regardless of years of service	No Limit
Hillsborough County	6,400	791	Maximum accumulation and payout =320 hours	320 Hours	No limit to sick leave accrual Payout: Hired >1997 Retirement or Death only	No Limit
Seminole County	1,244	351	Maximum accumulation and payout = 960 hours	960 Hours	N/A Part of PTO (Paid Time Off – combines annual & sick)	N/A
Pinellas County	3,300	648	No maximum on hours accrued Maximum Payout = 480 Hours	None	N/A Part of PTO (Paid Time Off – combines annual & sick)	N/A
State of Florida	108,761	257	Career Service: Maximum accumulation and payout = 240 hours Select Exempt & Senior Management Service: Maximum accumulation and payout = 480 hours	240 - 480 Hours	No limit to sick leave accrual Payout: 10+ yrs = 25% up to 480 hours	No Limit
Houston, TX	23,000	733	Maximum accumulation and payout = 360 -720 hours based on tenure	360 -720 Hours	No limit on sick leave accrual Payout: Any hours over 1,040	No Limit
Phoenix, AZ	14,000	1,037	Allows for accrual and pay out of annual leave Amounts vary per represented units	Varies	Allows for accrual and pay out of sick leave Amounts vary per represented units	Varies
Federal Government	2.65 Million	1,161	Maximum accumulation = Employees in U.S. = 30 days Employees Overseas = 45 days Senior Exec Service = 90 days Senior-Level = 90 days Scientific & Professional = 90 days Payout for all Employees = balance of unused leave including the balance of projected leave for the year	30 – 90 Days	No limit to sick leave accrual. No sick leave payout Sick leave is used in annuity calculation Employees who separate and then return to federal service are credited for sick leave	No Limit

FULL TIME EMPLOYEES LEAVE BALANCES BY BARGAINING UNIT AS OF 3/8/2012

BARGAINING UNIT	NUMBER OF FULL-TIME EMPLOYEES	AVERAGE LONGEVITY (YEARS)	AVERAGE ANNUAL BALANCE	AVERAGE SICK BALANCE	AVERAGE HOLIDAY BALANCE	AVERAGE COMP BALANCE	AVERAGE SICK TO ANNUAL CONVERSION (HOURS)
AFSCME LOCAL 121 - WASD	1,598	13.5	192.5	298.7	14.9	0.0	13.2
AFSCME LOCAL 1542 - AVIATION	813	14.7	178.5	286.8	49.2	0.0	9.5
AFSCME LOCAL 199 -GENERAL	6,432	12.1	185.9	267.0	17.8	0.0	10.8
AFSCME LOCAL 3292 -SOLID WASTE	642	14.6	301.9	399.5	36.3	0.0	18.1
GSAF/ OPEIU LOCAL 100-PROFESSIONAL	1,292	14.4	218.0	349.1	35.3	0.0	11.1
GSAF/ OPEIU LOCAL 100-SUPERVISORS	3,050	17.0	253.8	487.6	57.0	0.0	1
IAFF LOCAL 1403	1,979	12.1	145.2	353.2	433.0	9.1	
NON BARGAINING	2,736	14.4	224.4	468.4	44.6	0.4	1
PBA - RANK AND FILE UNIT	5,087	13.2	238.2	496.3	84.3	39.7	2
PBA - SUPERVISORY UNIT	250	22.8	295.0	1156.5	134.7	55.3	18.1
TWU LOCAL 291	2,363	11.5	128.9	174.3	23.7	0.0	6.3
Grand Total	26,242	13.5	205.4	374.6	73.1	9.0	12.8

GENERAL PAYROLL PROCEDURES SICK LEAVE PAYOUT

01.50.01 General

Employees who retire or resign from County service in good standing are eligible to receive payment for up to a maximum of 1,000 hours of accrued unused sick leave at the employee's current rate of pay at time of separation, excluding any shift differential, prorated in accordance with the following schedule:

This payment is made to employees with 10 or more years of full-time County service. Prior to September 2000, sick leave payment was calculated based on continuous County service.

<u>Regular</u>		<u>Special Risk</u>	
10 Years	25%	10 Years	25%
11 Years	30%	11 Years	30%
12 Years	35%	12 Years	35%
13 Years	40%	13 Years	40%
14 Years	45%	14 Years	45%
15 Years	50%	15 Years	50%
16 Years	55%	16 Years	55%
17 Years	60%	17 Years	60%
18 Years	65%	18 Years	65%
19 Years	70%	19 Years	70%
20 Years	75%	20 Years	75%
21 Years	77.5%	21 Years	80%
22 Years	80%	22 Years	85%
23 Years	82.5%	23 Years	90%
24 Years	85%	24 Years	95%
25 Years	87.5%	25 Years	100%
26 Years	90%		
27 Years	92.5%		
28 Years	95%		
29 Years	97.5%		
30 Years	100%		