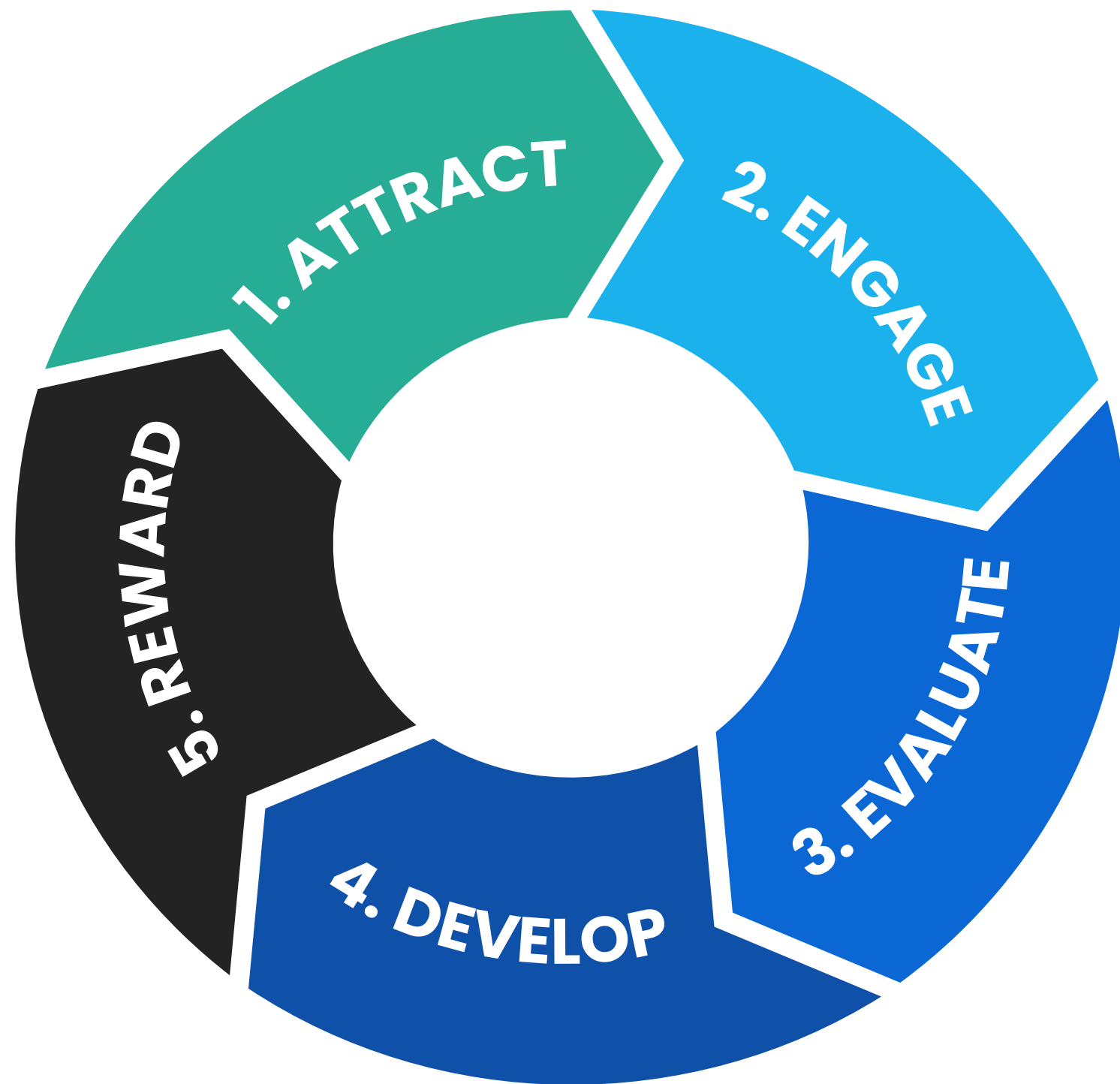




# **Compensation & Classification Study Update**

LOWER MERION TOWNSHIP, PA  
DECEMBER 2024

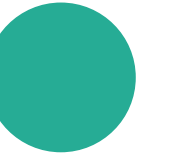
# GOALS OF CLASSIFICATION & COMPENSATION PLAN



## PLANS SHOULD BE:

- ✓ internally equitable – align jobs based on criteria
- ✓ externally competitive – use current market information
- ✓ fiscally responsible -
- ✓ support the Township's efforts to recruit and retain qualified staff
- ✓ give Township Manager good guidance on making pay decisions

# PROJECT PROCESS



## Classification Study

- ✓ Department heads/select supervisory staff completed Department Questionnaires (DQs)
- ✓ Employees completed Position Questionnaires (PQs)
- ✓ Conducted department heads/select supervisory staff interviews
- ✓ Conducted select employee job audits
- ✓ Identified Role & Level and FLSA Status (Overtime Eligibility)
- ✓ Recommended appropriate classification for each employee
- ✓ Updated job descriptions

## Compensation Study

- ✓ Reviewed current compensation plans
- ✓ Recommended organizations to include in the labor market survey (for pay and benefits)
- ✓ Prepared salary/wage schedule recommendations based on a balance of internal equity & external competitiveness
- ✓ Recommended implementation strategies

Provide training to HR to maintain the plan

# OUR PROCESS

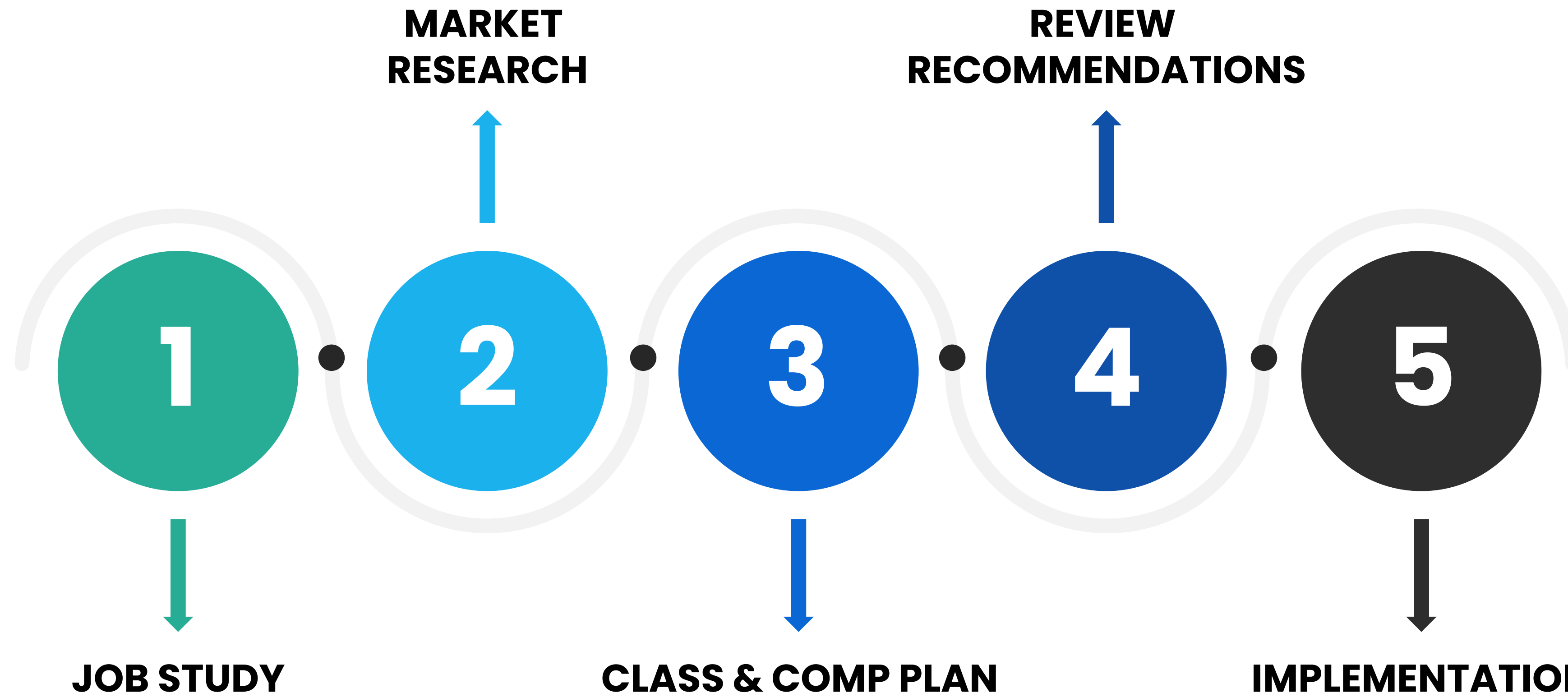
CLASSIFICATION & COMPENSATION

MARCH – APRIL – MAY

JUNE – AUGUST

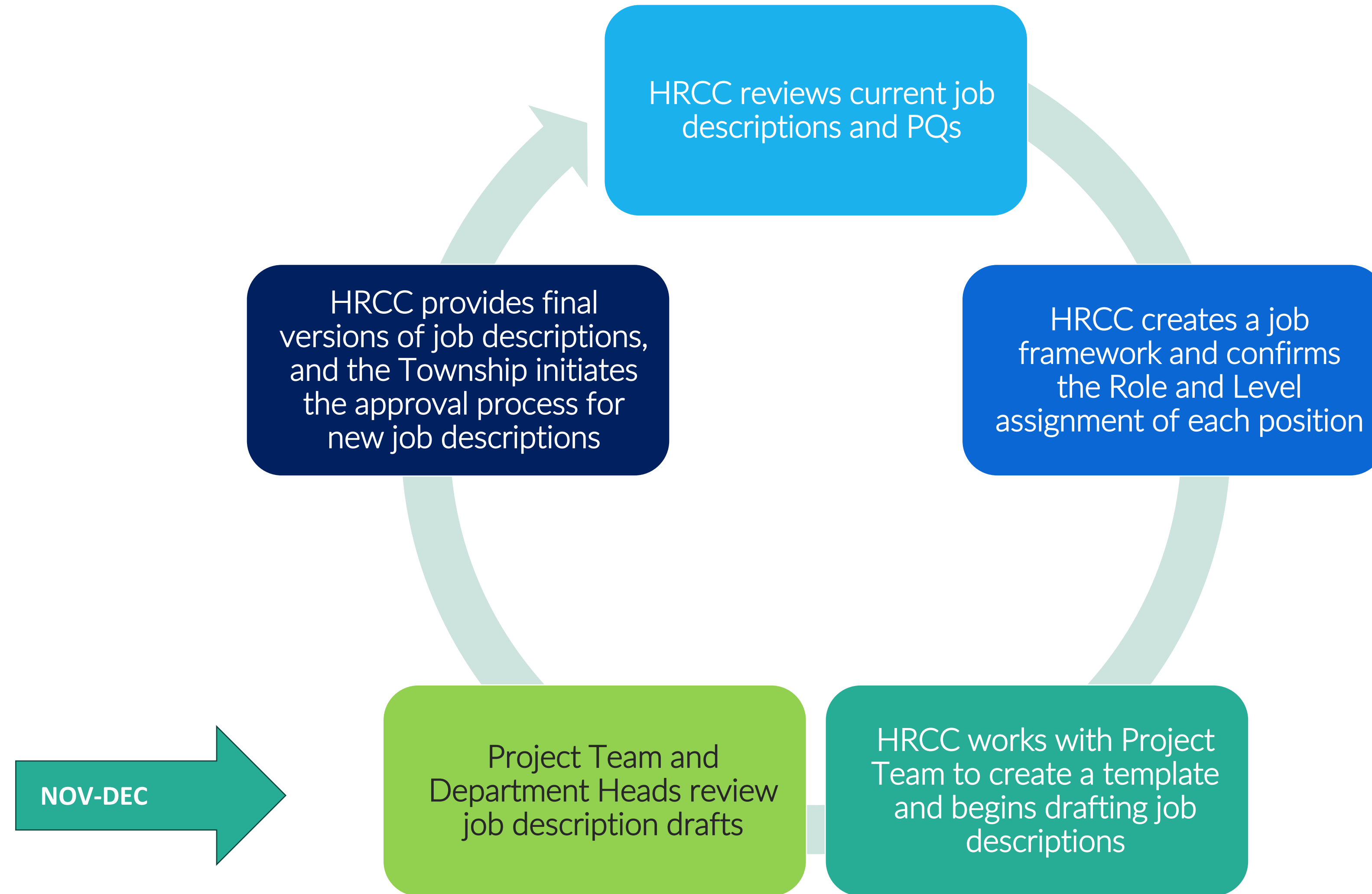
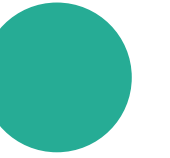
SEPTEMBER

FOR FY2025



WA Recommendations will be  
subject to next round of negotiations

# CRAFTING JOB DESCRIPTIONS



# IT ISN'T PERSONAL

JOB EVALUATION FOCUSES ON WORK



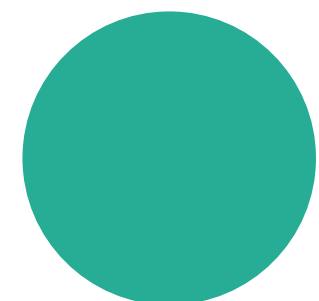
**GENERAL RESPONSIBILITIES**



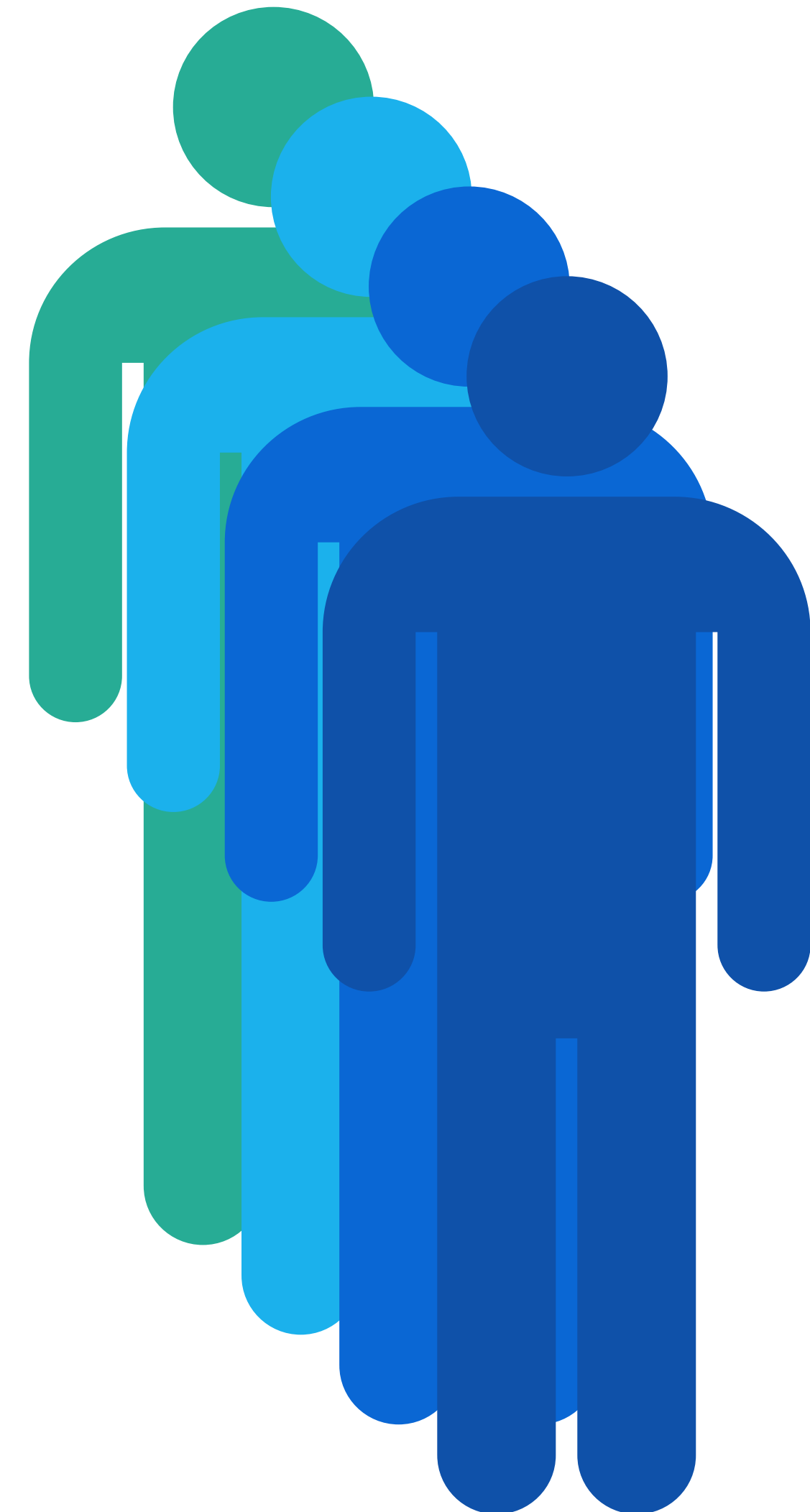
**MINIMUM QUALIFICATIONS**



**SKILL SETS NEEDED**



**CONSULTANTS DO NOT EVALUATE  
HOW WELL SOMEONE IS DOING THEIR JOB**



# SALARY SURVEY

## COMP ANALYST

Industry: All Industry data and the Government sector

Company Size: 200 – 500 FTE's

Geography: in Pennsylvania and Philadelphia metro area

retail sales, insurance, and customer service, film and news industries

International Trucks, Mack Trucks, Freightliner, Ford, GM, Dodge, Caterpillar, Deere, Bandit, SEPTA, Media, PENN DOT, DW DOT, PECO, Carr and Duff, Henkles and McCoy, Armour

every place within a radius of 25-35 miles that has a Automotive, Fleet or Equipment mechanic

Country Clubs; Local Colleges & Private Schools

High End Landscape Companies & All local tree companies

Swimming Pool facilities. (Stoney Lane, Karakung, City of Philadelphia, JCC, YMCA)

Surrounding Cities & Municipalities & Other local townships

Other suburban library systems, other local public libraries and local academic libraries; local schools and other libraries in or near Montgomery County

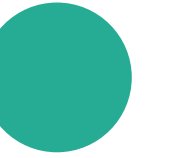
university employer (Drexel/Penn entity)

Local Hospitals

many private sector companies




# CUSTOM SURVEY



1. Abington Township
2. Cranberry Township
3. Lower Makefield Township
4. Mount Lebanon Township
5. Northampton Township
6. Radnor Township
7. Tredyffrin Township
8. Upper Dublin Township
9. Upper Merion Township
10. Upper St. Clair Township
11. West Chester Borough
12. Montgomery County, PA

**Have formal pay ranges**      **Provided employee pay rates**





# HRCC's PAY PLAN

## PRELIMINARY FINDINGS & RECOMMENDATIONS

### For Workers Association Jobs

- Updated job descriptions based on current duties and qualifications, speaking in a common voice and structure can improve recruitment, the Township's overall pay structure and equity.
- **New Pay Structure (to be considered as part of labor negotiations):**  
A more uniform step process including consistency in timing of steps and incremental changes between steps for both non-union and WA pay structures would bring efficiency to the step increase process and would also ensure internal equity and external competitiveness when it comes to wages.
- **Market Survey:** shows that Lower Merion Township step wages are very competitive and, in many cases, higher than the market average. This wage information included multiple data-points representing the average minimum, median, and maximum salaries across private and public sector entities.
- **Pay Plan Maintenance**
  - Continue current practice of applying the COLA to the ranges each year
  - Conduct a custom survey every three years to track actual wage changes in the labor market