



Samantha Shadrach
Director of Human Resources

TO: Members of the County Council
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FROM: Samantha Shadrach, Director of Human Resources

DATE: May 06, 2019

SUBJECT: PAP Amendment for Revised Job Classification for the Departments of Corrections and Facilities Management

Upon acquiring the position for Director of Human Resources, I made it a priority to investigate our job classifications and the perceived pay inequities resulting in a lack of talent applying to open positions, and our inability to retain talent once it is attained. Two such departments that have historically felt the strains of poor recruitment and an inability to retain employees are the Departments of Corrections and Facilities Management. The following is my assessment of the positions and the pay grades necessary to effectively recruit and retain candidates that truly meet the knowledge, skills and abilities essential to the positions.

I began analyzing these positions through our new subscription with PayFactors. We purchased this system in 2017 to allow us to do our compensation analyses in-house and to no longer rely on outside vendors. Below are my findings in addition to the findings supplied by the Directors of both Departments.

5005 HVAC Technician, 5005 Advanced HVAC Technician, & 5018 HVAC Supervisor

The HVAC roles have become increasingly difficult to fill and to retain employees, requiring job postings to remain open indefinitely. Those candidates that do meet the required level of knowledge, skill and abilities, are asking for compensation beyond the current ranges. Per Director Ramsdell; she is competing against local commercial/residential service vendors and private industry for the small pool of satisfactorily skilled candidates. Additionally, she has seen a higher turnover rate in HVAC as a result of the current market trends and shortage of skilled trade labor. Meaning, candidates are freer to “job hop” to achieve their desired compensation. This leads to an increase cost to the County to maintain the ongoing training needed to support the constant turnover in her Department.

The PayFactors market identified for our review was Commercial Property. I felt it was imperative that we don’t discount agencies outside of government as they are our competition, and no government agencies surrounding us have such a robust Facilities Management Department as the County. Below are my findings:

PAYFACTORS

Job Title	Pay Market	Min	Base 50th	Max
Advanced HVAC Technician	STL Commercial	55.9	61.9	69.3
HVAC Technician	STL Commercial	44.6	50.6	56.7
HVAC Supervisor	STL Commercial	75	85.4	97.4

Director Ramsdell did research on her end as well. She examined our pay grades and compared them to the St Louis market. She found that our pay is comparable with other government entities but fell considerably short of the commercial market pay grades; which is our true competition.

After reviewing the data supplied by Director Ramsdell, and the information from PayFactors, I have concluded that a series for the HVAC roles is necessary, and the pay grades should be adjusted to reflect this change and the knowledge, skill and abilities needed for these positions.

Job Title	Current Median Pay	Current Pay Grade	Market Median Pay	Proposed Pay Grade
HVAC Technician I*	\$48,474	204	\$45,100	203
HVAC Technician II	\$48,474	204	\$50,600	205
HVAC Technician III	\$56,018	206	\$61,900	208
Supervisor - HVAC	\$64,735	208	\$85,400	301

* HVAC Technician I and HVAC Technician II roles are currently the HVAC Technician, and are listed as such for the current median pay.

Facilities Budget

The Facilities Management budget will cover the increase in salaries for the 2019 budget year as a result of vacancies in the first five months of the year. Moving forward, Facilities will off-set some of the out-sourced costs being incurred to currently maintain our mechanical systems with the in-house staff.

4133 Licensed Practical Nurse (LPN) & 4134 Registered Nurse (RN)

Director Keen asked that an analysis be done for the Licensed Practical Nurses and Registered Nurses. Both positions have in-house positions, however, due to a lack of job applicants and inability to retain them, Corrections has had to turn to contracted staffing agencies to supplement our workforce. Medical care must be provided to jail inmates, so a lack of nursing staff is a critical problem for the department.

Licensed Practical Nurses are a vital component of the Corrections team. They administer medications, laboratory tests, screen for suicide risk and substance abuse treatment and provide routine and emergent care for inmates. The current LPN pay grade is a 204; \$39,076 (min), \$48,473 (mid), \$57,871 (max).

Registered Nurses perform medical and mental health assessments of the inmates. They prepare and assist with diagnostic tests, operate and monitor medical equipment, and act as a



liaison with physicians and other healthcare professionals to ensure the health and welfare of all County inmates. Currently our RN's are a pay grade 208; \$52,184 (min), \$64,735 (mid), \$77,285 (max)

Human Resources analyzed the job duties of both positions to ensure competitive pay. For this group, we looked at the Metro-St. Louis Non-governmental market. These positions are unique as they are not easily comparable to other government facilities. Instead, we pulled data cuts within the chosen PayFactors market from other hospitals, jails, prisons, and nursing/long-term living facilities to establish an appropriate pay range. Below is the range that Payfactors supplied:

PAYFACTORS

Job Title	Pay Market	Min	Base 50th	Max
LPN	Metro-St. Louis Non-governmental	42.1	46.1	50.5
RN	Metro-St. Louis Non-governmental	61.9	73.2	83.9

Corrections Budget

The overall increase in salaries appropriation is \$48,424 or .3% of the Department of Corrections budget. There are no new funds requested for this position as the Department of Corrections can support this increase due to the current vacancies. Furthermore, filling these positions will reduce the department's contracted nursing support.

Conclusion

For both the Departments of Correction and Facilities Management, I have concluded that the current pay grades are incorrect and will continue to pose recruitment and retention problems for the departments if not adjusted to better acquire the type of candidates that are needed to perform these essential jobs.

The Merit Commission has already reviewed and concurred with the recommendations to revise the job classification and pay grades for these positions.